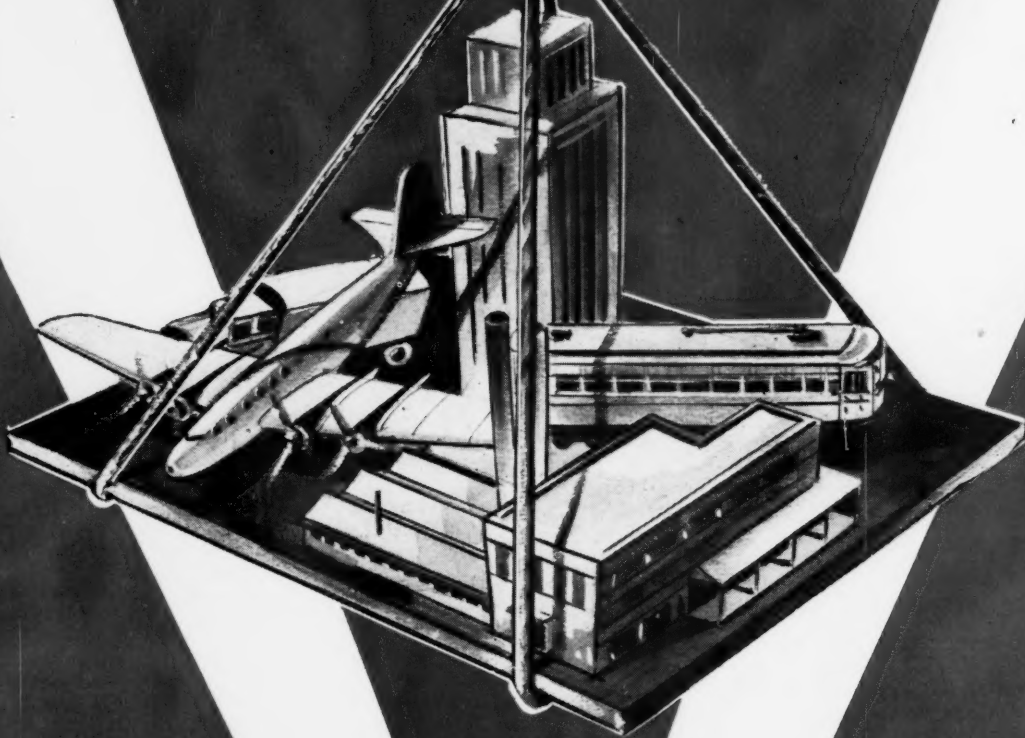


# DALLAS

OCTOBER

1944

FONDREN LIBRARY  
Southern Methodist University  
DALLAS, TEXAS





## Two seats on an isle

**T**WO seats for a pair of battle-worn kids somewhere on an atoll in the Pacific—will you give them?

There are 90 units operating through U.S.O. Camp Shows on the "Foxhole Circuit." They play the jungles in the South Pacific. They play the snowy wastes in Alaska, Greenland, Iceland. They play the hospital circuit behind the lines.

Help U.S.O. send some of the country's finest entertainers to our boys "out there." Many of these men and women have volunteered their time—but it *does* cost money to send them to our far-flung battlefields.

Your contribution to your War Chest will help make this

**Give Once  
For All!**

**USO**

**War Prisoners' Aid**

**United Seamen's Service**

**19 War Relief Agencies**

**34 Local Welfare Agencies**

gigantic entertainment enterprise possible—will assure seats for all of our boys, wherever they may be, to the shows the folks back home have sent them. Give as much as you can afford—*then a little bit more*. We can't let them down *now*!

**Give generously to your**

# WAR CHEST



This message sponsored in the interest of the War Chest by "DALLAS"

# DALLAS

VOLUME 23

OCTOBER, 1944

NUMBER 10

Established in 1922 by the Dallas Chamber of Commerce in the interest of Dallas and the Southwest, of which Dallas is the service center

CLIFTON BLACKMON . . . . . Editor  
VELMA BOSWELL . . . . . Business Manager  
ED FLOYD . . . . . Advertising Manager



Member Southwestern Association  
of  
Industrial Editors

## CONTENTS

	Page
Give From Your Heart (Editorial) By B. F. McLAIN, President, Dallas Chamber of Commerce	4
Washington: Minority Report By DALE MILLER, Representative of the Dallas Chamber of Commerce in the Nation's Capital	5
Wings Over Dallas Trade Area By A. J. PATTERSON	6
Dallas' Post-War Opportunities—Recapitulation By WILLIAM S. ALLEN, Research Consultant	8
Cashiers Show Many Skills of Head and Hand in Keeping Books of Dallas Chamber	10
First National Bank Gets New President	12
What Others Say—	13
Mark Hannon New Manager of Manufacturers' Department	14
Wealth and Resources of Dallas Trade Area (Table)	17
In Dallas Last Month	31

Advertising rates on application. Subscription rates, \$2.00 per year. Single copies, 20 cents. Foreign, \$3.00 per year. Published monthly and entered as second-class matter, February 6, 1922, at the Post Office at Dallas, Texas, under the act of March 3, 1879. Reprint permission on request. Offices 1101 Commerce Street, Dallas 2, Texas. Telephone R-8451. *Dallas* is owned and published by The Dallas Chamber of Commerce. Its objective is to assist the Southwest in achieving a sense of unity and co-operation by presenting articles which may prove interesting and informative to business men. Neither *Dallas* nor The Chamber of Commerce stands sponsor for nor is committed by the views expressed by authors in these articles.

## DALLAS CHAMBER OF COMMERCE

**OFFICERS:** B. F. McLain, President; A. H. Bailey, John E. Mitchell, Jr., and Walter L. Prehn, Vice Presidents; J. C. Tenson, Treasurer, and George Waverley Briggs, National Councilor.

**DIRECTORS:** Nathan Adams, A. H. Bailey, Henry E. English, Edgar L. Flippen, Fred F. Florence, Holmes Green, William S. Henson, O. H. Koch, D. A. Little, George L. MacGregor, R. G. McCord, B. F. McLain, John E. Mitchell, Jr., Charles R. Moore, Harry S. Moss, J. M. Penland, Lawrence S. Pollock, Walter L. Prehn, H. Fuller Stevens, Ernest R. Tennant and William H. Wildes.

**STAFF:** J. Ben Critz, Vice President and General Manager; Clyde V. Wallis, Industrial Department; Mark Hannon, Manufacturers' and Wholesalers' Department; Z. E. Black, Convention Department; R. C. Dolbin, Retail Department; Sam Goodstein, Transportation Department; Mark Hannon, Public Relations and Membership Service Department; Jay Little, Highway and Information Department; Velma Boswell, Cashier; Roy Jenkins, Foreign Trade Department; Clifton Blackmon, Publicity Department; Sam Tobolowsky (on leave), Business Manager.

DALLAS • OCTOBER, 1944



~ while the  
years  
march by!

Tomorrow, next year and through the years beyond, your industrial water supply will be expected to render its part in the operation of your plant.

It will, if you've installed a Layne-Texas Well Water System. The combination of experience, knowledge, and proven ability which we are able to apply to the building of well water systems, assures a long life of high operating efficiency with low maintenance cost and service.

Layne-Texas Company engineers, drillers, and technicians are prepared to assist you in planning a well water supply that will serve you for years to come.



# Give From Your Heart!

**D**ALLAS is in the midst of one of its most important annual civic enterprises — the appeal for funds for the support of the home front and war front agencies of the War Chest of Dallas County.

The goal of the appeal this year, based on the carefully budgeted needs of the 56 participating agencies, is \$1,555,000. Dallas has given a fine performance in two previous War Chest campaigns, and there is every reason to believe that we shall see this third effort go over the top.



B. F. McLain

Early solicitations prior to the October 3 campaign opening date have given confidence to the volunteers working in the War Chest program. The Big Gifts Committee has been well-received in all its solicitations, meeting with a response that has set a generous level for giving in the city. Its work is already completed, and the Special Gifts Division is far advanced in its work.

The biggest job ahead now lies in employee solicitation. All members of the Dallas Chamber of Commerce can lend a hand here by seeing to it that each of their employees is given an opportunity to contribute to the War Chest. There will be an army of more than 5,000 volunteers working in an effort to give every person with an income in the city a chance to participate in the appeal, and the War Chest hopes to have 175,000 separate con-

tributions to the various agencies which it sponsors.

Changing fortunes of war have in many ways multiplied the responsibilities of the War Chest in recent months. The need at home for health and welfare service continues as a major responsibility. Responsibility to bolster the morale and welfare of our fighting men through the USO, United Seamen's Service and War Prisoners' Aid has become stronger than ever.

The approach of victory in Europe and the freeing of lands held by the Nazis have intensified the demands for the relief of suffering in the European theater. The War Chest through the agencies of the National War Fund is an extremely important medium through which the people of Dallas can render assistance.

I feel that the businessmen of Dallas have come to look upon the War Chest as the only business-like method of meeting the diverse needs of the home front, the military front, and the Allied Nations relief front. We have learned to conduct one concerted appeal and to make one gift each year through the War Chest large enough to meet many purposes.

We are all well aware of the existing needs for assistance, and every business man in Dallas should have a part in assuring the success of the appeal. We can find real inspiration in the War Chest motto: "Give from Your Heart."

*B. F. McLain*

*President, Dallas Chamber of Commerce.*



# WASHINGTON

By DALE MILLER

Representative of the Dallas Chamber of Commerce  
in the Nation's Capital

## Minority Report

TEXAS and Washington were involved last month in a curious political incident, which turned out to be less noteworthy than it was intended to be, but there is a certain phase of the matter which merits further discussion. This was the meeting, of course, between the



DALE MILLER

President of the United States and the Governor of Texas at the White House, ostensibly arranged to discuss the post-war industrialization of Texas, but actually called, to the confusion of utterly no one, to search for some formula which might placate dissident Democrats in Texas and produce a harmonious convention.

What merits further discussion is this oblique method employed to bring these two distinguished gentlemen together for what everyone knew was to be a political pow-wow. One of the principals is the Democratic candidate for President and the other is the Governor of an important Democratic state, and there was not the slightest impropriety in these political leaders meeting for the frank purpose of talking politics. Yet it was seen fit to disguise the true purpose of the meeting with the announcement that the industrialization of Texas was to be the topic of earnest discussion and study.

The camouflage, of course, was never intended to be effective. Indeed, some pains were taken to see to it that the public got the idea what was really going on. When the Governor announced to reporters in Texas that he was going to Washington to discuss economic problems with the President, he did so with such eloquent archness that no one was deceived, and after the conference reporters in Washington were treated to the same display of political coquetry. When a reporter reminded him on his return to Texas that he had been closeted

with the President for an hour and five minutes, and asked him if the industrialization of Texas was ever mentioned, he is reported to have replied (with a twinkle, of course), "What do you think we talked about during those five minutes?"

Perhaps this episode should be lightly regarded as an entertaining example of political Americana, and then forgotten. Perhaps it should be; but not until one small voice of protest is raised, not until at least one minority report is filed, if you please, for the sake of the record. My objection is not that the announced purpose of their conference had nothing whatever to do with its real purpose, although it should be said in passing that misrepresentations of this kind are scarcely in keeping with the dignity of high public office. This is the sort of caprice frequently indulged in by prominent public officials, and the circumstance that it is not forthright, and thus not wholly honest, is only of momentary interest and not particularly pertinent here.

But what is particularly pertinent, in my personal opinion, is that a matter of the most profound and vital importance to Texas was used with such bantering nonchalance as a spurious excuse for a political conference. This is not to say that the political matters discussed were not important, but it is to say that they were considerably less important, from the broad perspective of the future welfare of the State, than the published reason for the conference. There is no problem so vital to Texas today, or to any section whose economy is colonial by contrast with the industrial North and East, as the problem of emerging from these chaotic years with as great a degree of balance and stability in its economic system as it is humanly possible to achieve. It is a problem of such complexity and such magnitude that it should challenge the best efforts of those on whom the responsibilities of leadership have been faithfully placed by the people.

The term "industrial decentralization" has been used so often and so loosely that it has become more or less generic in its

implications, and thus less of a stimulant to the mind. But it would behoove us, I think, to give a moment's thought to what it really means. It does not mean merely the industrial development of Texas, even with the many concomitant advantages of new and higher payrolls and a fuller enjoyment of the material comforts of life. It does not even mean the continued operation in peace-time of the many war plants constructed in Texas, no matter how important that would undoubtedly be if it should eventuate. It means something more, something of basic and far-reaching significance not only to Texas but to the nation as a whole.

Industrial decentralization means in its essence the development throughout the United States of a balanced economic system, a system which would not only provide more wholesome economic and social conditions and greater economic security, but which would act as a firm restraint on the one hand to the convulsive vibrations of economic forces, and on the other to the bitter political pressures which endanger democratic institutions. The severe depression which preceded the war, the causes of which have been neither understood nor corrected, would have been materially mitigated if not prevented entirely by the existence of a balanced national economy. And certainly many of the political antagonisms which exist in Washington derive from the wide disparities which prevail among different sections of the country with respect to their economic systems.

It is not too extreme to say that the United States may be unable to exist as a representative democracy throughout the indefinite future if the present critical unbalance in the national economy remains uncorrected. The strains and tensions of sectionalism in Washington, both geographic and economic, are more pronounced than is often supposed, and serious eruptions have been averted more than once by the appeasement of pressure groups and political blocs through Federal largess in one form or another. Political stability, which means the security of our democratic institutions, will not be achieved until the economic conditions which pulsate our national life exist, insofar as is possible, in the same relative degree of balance in one section of the country as in another.

However limited our capacity to understand this grave problem may be, it should at least extend to an appreciation of it as something more important than the transitory fortunes of individuals or

(Continued on Page 14)

# Wings Over Dallas Trade Area

Survey Forecasts Important Post-War Role of City in Building Vast Market With Network of Airways Serving Surrounding Communities

**I**N this discussion the economic aspects and possibilities of a feeder airline area will be considered in terms of towns and cities within a radius of approximately 100 miles of Dallas. In the conclusion, there will be a brief description of an airplane that could provide this type of service economically.

There is a clear distinction between the functions of feeder airlines and the functions of trunk lines. Preliminary estimates indicate that feeder airlines will be used to effect the concentration and dispersion of passengers, mail, and freight within the area surrounding major air terminals. The trunk lines, however, will provide big passenger and cargo carriers for these concentrated loads between major terminals.

There are problems of getting the people, who constitute this area, air-minded and convinced that, by taking an active part in these new operations, they would serve their community's business interest; and, by means of faster transportation and communication, they would be able to compete on a more equal basis with any town or city that already has direct airline service.

It is generally understood that speed plus frequency of schedules is the most important element in air transport operations. The principal operating advantage that feeder airlines have over the railroads and other ground carriers is the ability to make more trips within the same length of time. It is possible to vary the number of planes used and the number of scheduled flights according to current anticipated business conditions.

There will be products that have no particular need for the main advantage of air transport—time element or speed—such as bulk goods, sand, gravel, coal; also non-perishable agricultural products, such as cured corn, cotton, wheat, barley, and the like. We may not expect to find many goods of a low dollar value being moved by air. Neither shall we expect heavy types of lumber to be moved in this way for a long time.

Conversely, the goods which may fall in line and readily adapt themselves to air service will be the following: Perishable farm products, such as tomatoes and

other fresh vegetables; perishable animal products, such as fresh beef, steaks, sausage, and other fresh meats. Too, items normally carried by less than carload lots, express, mail, passengers, manufactured goods, style goods, and high value items will readily adapt themselves to air service.

In a survey made by Greyhound Lines, a check of 130,000 passengers indicated that the greater part of the riders made

## By A. J. Patterson

trips from terminal to terminal and beyond, as opposed to intermediate point travel.

Dallas is the metropolis of the Southwest and the vast trade territory of natural resources, raw materials, and finished products. These three alone form a combination that makes the Dallas area stand out from all other trade territories in the Southwest. Statistics for Dallas County in 1943 show a population of 452,400, effective buying income of \$665,542,000, manufactured products of a total value of \$354,830,000, and retail sales of \$275,510,000.

There is an important place for feeder airline service for Dallas and the surrounding territory. Dallas is a center of one of the widest spread trade areas in the country. To travel by train the shortest route from Ft. Smith, Ark., to Paris is a five hour and twenty minute journey; however, by air, it would take only an hour and eighteen minutes. Consider the time saved and the dollars to be made. It is a distance of 95 air miles from Paris to Tyler which by train would require six hours, but by air it could be flown in less than one hour. These points are not adequately served by present transportation facilities; and before the

**Editor's Note**—A. J. Patterson, author of the subjoined article on trade area air transportation, is a senior student in business administration at Southern Methodist University. He made his investigation into the possibilities for such service in the Dallas territory in preparation of a term paper for a class in air transportation in Dallas College, the evening school of S. M. U. Class lecturer is E. H. Pickering, University of Pittsburgh graduate with fifteen years of airline and aviation background.

Southwest can grow and fully develop, its transportation must be improved.

The railroads have permanent tracks, the highways are already located for bus and motor freight, but airlines could be located where they are needed to render the greatest possible service. In order to alter or change an air route to comply with the needs of different parts of the country during their boom and seasonal periods, there would be far less work, expense, upkeep, and risk than in building or maintaining trackage.

The transportation facilities serving the communities of the Southwest such as Paris, Lufkin, McKinney, Tyler, and many others have been apparently adequate in most cases to meet the satisfaction of the majority of people. Nevertheless the people in these sections are awakening to the realization that, in order to bring their sections of the country to the front, they must compete with the cities getting air service. As a result of the enthusiastic attitudes of these communities, there are now on file numerous applications with the Civil Aeronautics Board for feeder airlines to be run to all sections of this area.

Dallas has a large air base, Love Field, now being used largely for war purposes, which, after the war, will be returned principally or altogether to commercial purposes. This field will be the hub for several prospective routes in addition to existing services.

These feeder routes will not duplicate any present major airline routes, but instead will feed to and from them. They will no doubt meet all travel, mailing, and shipping requirements of the Dallas area. They will follow somewhat the present transportation routes, but will render much faster service than is now or ever has been rendered the communities.

To travel by train the shortest route from Ft. Smith to Dallas, by way of Paris, requires seven hours and thirty minutes, and by bus thirteen hours; but to fly this distance would take approximately one hour and forty-eight minutes.

The distance from Dallas to Tyler is 106 miles. To travel this distance by bus, a passenger would be on the road three hours; however, this distance could be

flown in less than an hour. This air service would be of primary importance to air travelers coming into Dallas from various parts of the country on big liners and then having to continue to Tyler, their ultimate destination. This air service would continue to be of much importance to the passengers on their return trip.

The 1943 census figures showed that Tyler had a population of 30,000 inhabitants. It also had retail sales of \$30,000,000, wholesale sales of \$28,000,000, total bank resources of \$37,023,835.60, and total bank deposits of \$34,085,495.65. Postal receipts for this city totaled \$337,866.30 and bank clearings amounted to \$219,518,591, both in 1943.

Tyler is known as the "Rose Garden of America." The Tyler area supplies nearly one-half the nation's demand for roses. In normal times, shipments amount to fifteen to twenty million annually.

The Texas Rose Festival in Tyler, one of the South's most colorful celebrations, draws an annual attendance of more than 25,000 visitors from every state in the Union and a feeder airline would play an important part in the concentration and dispersion of these visitors. The feed-

er airline service would also be important in getting the roses out of Tyler one evening and on the market in New York, Chicago, and other cities for the next morning's delivery.

To take another example, Paris is the center of an area of 8,817 square miles. Sixty per cent of the estimated 257,600 population live in urban communities, and 40 per cent live on farms. The people of the Paris area have an estimated income of approximately \$105,866,700, of which \$41,331,700 or 40 per cent is income from agriculture. The average annual income in Paris per family in 1940 was \$1,500.

It is natural that the manufacturing of this area should be primarily that of processing agricultural and wood products. These factories consist of mills for extracting cottonseed and peanut oil, for the production of vinegar, for processing of milk and dairy products, and for the processing of poultry and poultry products. The wood products establishments consist of sawmills and furniture, crate, and box factories.

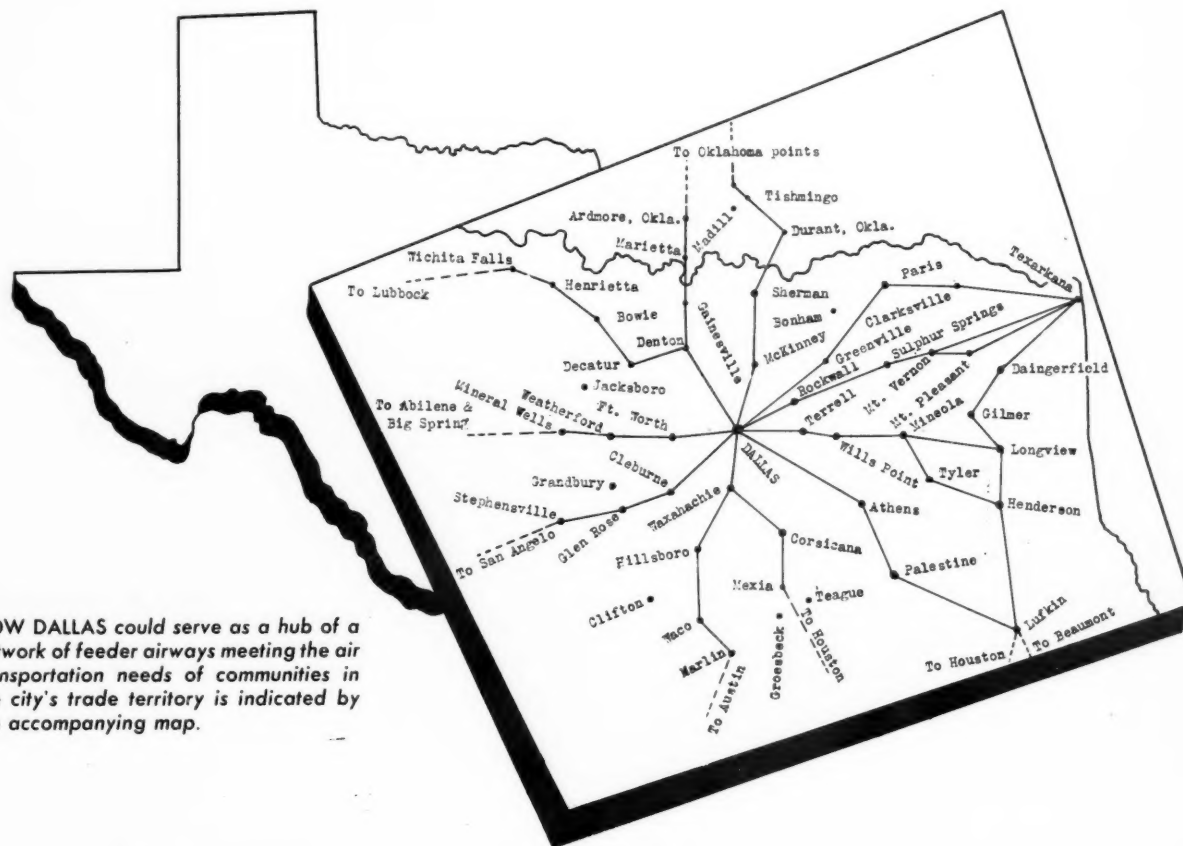
A survey was made in Paris just a year ago by the Texas State Highway Department which reports that the in-and-out

traffic through Paris was 21 per cent north, 28 per cent south, 15 per cent southwest, 17 per cent east, and 20 per cent west. Also, there are 6,511 pieces of express into and out of Paris each month on the average, and it is the opinion of the express agent that air express would be used for the larger part of the total shipments, if Paris had direct feeder air service to Dallas. The average annual pre-war postal receipts for Paris ran about \$100,000.

Paris is a town with much civic activity. It has three hospitals, a junior college with 600 students on the average, thirteen schools, twenty-five churches, five hotels, six tourist courts, and eight parks. The Ouachita Mountains are just 40 miles north of Paris in which there are excellent fishing and hunting places. There are about thirty-eight manufacturing establishments in Paris employing a total of 850 wage earners on the average.

There are nearby towns across the Red River which might be included in this trade section that would offer much to the feeder line operations, such as, Hugo, Okla., which would offer dairying products, beef, peanuts, lumber, and furni-

(Continued on Page 15)



HOW DALLAS could serve as a hub of a network of feeder airways meeting the air transportation needs of communities in the city's trade territory is indicated by the accompanying map.





# DALLAS'

## Post-War Opportunities

### 12. Recapitulation

This is my last article in a series of an even dozen articles for DALLAS. The series entitled "Dallas' Post-War Opportunities" originated about a year ago. It began with a broad, general discussion of Texas' resources. The first article served simply as a prelude. The subjects that have followed in succession month after month have been building and construction, foreign trade, manufacturing, wholesaling, retailing, aviation, insurance, banking, oil and cotton, in the order listed.



WILLIAM S. ALLEN

Every thirty days I surveyed, reported and commented on some special phase of business, industry or finance. The methods used involved many personal interviews. The interviews brought me in close contact with more than twenty-five different classifications of trade. The people I called upon included architects, aviation experts, bankers, builders, equipment men, factory managers, foreign trade experts, insurance men, manufacturers, promotion managers, publicity directors, real estate men, retailers, sales managers, store managers, traffic managers, wholesalers, city officials, and others. I have probably interviewed as many men and women concerning the post-war era as any man in Dallas.

It was not possible, of course, to talk to all leaders in every line of activity in a series of quick, cross-sectional surveys. But it was possible to secure a somewhat comprehensive, bird's eye view of the current and coming course and direction of business. It became clearly evident along what lines and to what extent past influences were playing a vital role in determining present and future trends. The interlocking of all these phases and forces often gave a new and different slant on the complete, overall picture.

Actually the sounding-out of the public pulse directed my slant for these articles. The approach was objective, unhampered by influence or prejudice. I was on the outside looking in, with a detached perspective, with no ax to grind. It was my purpose to disregard widely-circulated, rose-colored dreams and to give a realistic, down-to-earth glimpse of what might reasonably be anticipated in the post-war world. The intention at no time was to magnify possibilities nor to minimize problems. It was basically to indicate how and why both will abound abundantly during days of radical readjustments ahead.

The approach was also from a long-range viewpoint. Short-term cycles were considered secondarily. There is no doubt that there will be diverse periods involving essential and inevitable readjustments. Such periods, typical of the transition from war to peace, will culminate in upswings and setbacks. But these undulations will in no way measurably alter the flow of the main current. Yet they may make the general situation at some times look dismal, and at other moments superlatively bright. Indeed the whole complexion of the post-war scene may frequently appear spotty, mixed, and confusing. Have not writers, commentators and economists by the score made countless predictions concerning the unsteady character of the transitional period? One analyst, for instance, expects to see America in the throes of depression and boom at the same time. Some lines of trade, he believes, will gyrate to unparalleled heights. Others will gravitate headlong down to levels far below normal. "It will be one of the strangest periods through which America has passed," he forecast.

The approach was likewise from a nation-wide standpoint. New ideas, methods, and plans in contemplation or operation elsewhere were repeatedly outlined. Various opinions and actions of nation-

ally-known personalities were widely cited. Of course, in the final analysis, the objective was to point out the possible direct or indirect impact upon Dallas. Everything revolved around Dallas. Dallas was the central theme. Paradoxically, the most destructive war of history was leaving its mark. It was visibly imprinting countless, constructive influences affecting Dallas' future destiny. The outlook for Dallas, in effect, became simply a reflection of the national outlook.

But it is a very fluid, dynamic outlook. Is Dallas keeping pace with the ever-changing trends in the making? By any chance or circumstance is Dallas even outdistancing other communities? A review of some highlights of previous articles will underscore this particular aspect. In addition, many spectacular incidents and events have occurred in Dallas since many of the articles were originally published. And for that matter, after this article rolls off the press, still other innovations, enterprises, and projects will unfold day by day in a seemingly endless procession.

In effect then, these articles were intended to provide certain guideposts for a more accurate appraisal of the future. Here were described some of today's trends that will possibly mirror tomorrow's headlines. Here was the master blueprint from which will emerge the new and greater Dallas. What concrete evidence is there, since the first article appeared, that the entire blueprint is more than a nebulous plan on paper, that it is a practical, workable schedule of operations, ready appropriately to spring into action? What specific, further developments indicate tangibly that Dallas within a few years will shove ahead decades? What added national influences

By William S. Allen  
Research Consultant





widely  
is, the  
ossible  
Dallas.  
s. Dal-  
ically,  
y was  
print-  
ees af-  
e out-  
simply

look.  
ever-  
y any  
even  
A re-  
us ar-  
icular  
ar in-  
n Dal-  
orig-  
matter,  
t, still  
d pro-  
seem-

re in-  
ts for  
uture.  
oday's  
omor-  
master  
e the  
concrete  
article  
nt is  
, that  
le of  
spring  
r de-  
Dallas  
l dec-  
ences

NY, Inc

Here are a few straws in the wind. Chemurgy applied to wood has utilized sawdust and slabs, ordinarily wastes of lumber mills. These materials have been converted into industrial alcohol with by-products of lignin and other chemicals, and also feed yeast and sugar. No other state is better situated to develop industries from organic plastics. East Texas is overflowing with cellulose and lignin from pine trees, gums and oaks, and other basic materials from other varieties of trees. All this without fear of destroying our forests!

No longer will magnesium be used as before the war simply for such items as

Such avenues have led to the establishment in Texas of a chemical industry now exceeding \$350,000,000, built largely since the war. The costs of these plants ranged from several hundred thousand dollars to many millions. Their locations are not merely along the Gulf Coast. Plants are scattered all over the state from Dallas to the northern Panhandle.

Texas looks confidently ahead with a greater output of magnesium alone than that of any other state, even of any other country. Dallas will feel the huge impact. "Unquestionably the chemical industry will be outstanding in the post-war years, not only in Texas but also in various other parts of the world," the Texas Business Review suggested. "Besides being a huge industry in its own right, chemistry permeates usually to a considerable degree practically every other industry on the face of the earth."

Building and construction are scheduled to become the first, great major line of activity after the war. Obviously this is true nationally and locally. New York, for instance, is planning any number of new skyscrapers. Dallas "is by far the

leading city in Texas in planning, due largely to the foresight and energy of Mayor Woodall Rodgers," Hugh Potter, Houston real estate man, said recently. This is a fairly good endorsement, com-

(Continued on Page 18)

The collage features several prominent advertisements and newspaper clippings. At the top center, a large black rectangle contains the word "MEXICO" in white, bold, sans-serif capital letters. To the left of this, a newspaper clipping from "The Dallas Morning News" is visible, with the headline "GRAHAM-BROWN SHOE CO." and subtext "MANUFACTURERS AND DISTRIBUTORS DALLAS, TEXAS". Below this, another clipping shows the "Texas Central Airways, Inc." logo, which includes a stylized eagle and the letters "AIA". To the right of the "MEXICO" sign, a clipping from "Southwestern Drug Corp." is visible, with the headline "SOUTHWESTERN DRUG TRADING COMPANY" and subtext "MORE THAN 2000 COPIES AND IN 150 CITIES". Below the "MEXICO" sign, a clipping from "Dallas National Bank" is visible, with the headline "Dallas National Bank" and subtext "MEMBER OF THE NATIONAL ASSOCIATION OF BANKS". To the left of the "Dallas National Bank" clipping, a clipping from "American Airlines, Inc." is visible, with the headline "AMERICAN AIRLINES, Inc." and subtext "EFFECTIVE FEBRUARY 1, 1934". At the bottom center, a clipping from "Jones-Blair Paint and Varnish Co." is visible, with the headline "JONES-BLAIR PAINT AND VARNISH CO." and subtext "DAVIDSON BUILDING DALLAS, TEXAS". To the right of the "Jones-Blair" clipping, a clipping from "Republic National Bank" is visible, with the headline "REPUBLIC NATIONAL BANK" and subtext "OF DALLAS".



—Thomas K. Cone, Jr., Photograph

**"R**OUND and round she goes, and where she stops nobody knows."

There was a time when, not unlike any lusty infant who seldom reaches maturity without a seizure of growing pains, the Dallas Chamber of Commerce's finances were as variable as the wheel of fortune which Major Bowes figuratively spins to open his radio amateur hour.

But that was years ago, before budgetary control placed the Dallas Chamber of Commerce on a solid business basis.

Stewards of the Chamber's financial workshop—the business office—are quiet, capable Velma Boswell and Pauline Foster, who demonstrate a wealth of know-how in their performance of all the duties that must be carried on to keep the organization's own business affairs in as good order as the best procedure of the city's sound business it represents.

With Sam Tobolowsky, business manager, now on military leave, Mrs. Boswell heads the department as cashier. Mrs. Foster is assistant cashier. During their many years of service in the business office, they have carried the responsibility of handling the details that have geared the Chamber's financial operations to sound business practice, with the result that today it enjoys an excellent record in the community as a business organization.

A stabilizing factor throughout the Chamber's operations, budgetary control is yielding these dividends. Since its

ALL THE ANSWERS on departmental spending with relation to the approved itemized budget can be given at a moment's notice by Mrs. Velma Boswell, Dallas Chamber of Commerce cashier, who keeps complete, current information at her finger tips.

adoption, the Chamber has lived within its income, has paid off all its indebtedness, discounts all invoices, and has a cash balance. As a guide for perfecting control of its finances, Mrs. Boswell prepares a monthly report for the directors. This includes accounting statements, comprised of a balance sheet, income and expense statement, comparative monthly as well as cumulative figures of expenses and budget and other detailed information. This is all a part of the business office's accounting procedure that conforms to practice in all sound business institutions where accounting is applied. Mrs. Boswell's department handles the membership accounts as well as the accounts of DALLAS, the Chamber's official magazine, of which she is business manager.

Mrs. Boswell, then Miss Velma Wilkinson, first joined the Dallas Chamber of Commerce in 1922. A native of Dallas, she had been graduated from what is now N. R. Crozier Technical High School, taken a business course and held a secretarial job with the San Diego Consolidated Gas & Electric Company and returned to Dallas after several months because of what she described as a "bad case of nostalgia."

When she came to the Dallas Chamber,

## Cashiers Show Of Head and Books of Debits

she admits that she knew nothing about the objectives and functions of a Chamber of Commerce, but she soon found out. She worked in every department before being given, finally, a permanent assignment in the accounting department. Meanwhile she had met John Boswell, who was manager of the Chamber's Southwest Development Service, worked closely with the highway committee in the building of the Northwest Highway and for a short time directed the manufacturers' and wholesalers' department. They were married in December, 1926, at which time Mrs. Boswell gave up her business career. In January of 1930, Mr. Boswell became manager of the Wichita Falls Chamber of Commerce, and it was during his service both at Dallas and Wichita Falls that Mrs. Boswell gained additional knowledge of Chamber of Commerce operations. She attended with him practically all of the meetings of the Texas Chamber of Commerce Managers and several sessions of the National Institute at Northwestern University.

When Mr. Boswell died suddenly in July, 1933, Mrs. Boswell returned to Dallas with two children to rear, ages four and one. In September of that year she returned to the Dallas Chamber of Commerce as assistant to the late E. M. Fowler, then office manager and cashier. For a time she was undecided about remaining in Chamber of Commerce work and even went so far as to take a stenographic examination for employment with the Federal Bureau of Investigation, which she passed with honors. But when the time came to make the change, she said that she realized her heart was still with the Dallas Chamber of Commerce and she could not leave. When Mr. Fowler died in December, 1936, Mrs. Boswell was placed in charge of the business office and Mrs. Foster was assigned to assist her.

In addition to handling the duties common to the accounting department of any modern business institution where a scientific set of books are kept and overseeing the flow of receipts and disbursements, Mrs. Boswell serves as purchasing agent for the Chamber, following the

# Sh Many Skills and in Keeping of Ds Chamber

practice of prorating purchases as equitably as possible among member firms. With a penchant for patience, she is frequently called on to be a trouble shooter, too, by other staff members who call her about a break down in service somewhere along the line, either a light out on the sixth floor, a desire for more heat on another floor, extra supplies needed and the like.

Since her association with the Chamber, she has sought to make herself more useful by taking correspondence courses in accounting and attending night classes at the Dallas Public Evening Schools and Southern Methodist University. During the last half dozen years or more, Social Security, unemployment, Victory and income taxes have added to her record keeping responsibility.

"For the past twenty-two years I have had Chamber of Commerce for breakfast, lunch and supper, and I hope I may continue to do this, for my heart is in the work my husband loved," she points out with pride.

Mrs. Foster joined the Dallas Chamber of Commerce in February, 1932, having come to Dallas from Houston where she was associated with the H. J. Cohn Furniture Company. She was born at Medill, Okla., where she received her schooling.

As assistant to Mrs. Boswell, Mrs. Foster's principal responsibility is the handling of membership accounts. An "extra-curricular" activity which is bringing much commendation to the Dallas Chamber of Commerce is Mrs. Foster's housing work on Saturday nights at the Hotel Adolphus, during large conventions and the like. Each Saturday from 6 p.m. until after midnight or as long as she is needed, she maintains a desk in the lobby of the Hotel Adolphus to direct into desirable homes the overflow of visitors, both civilians and service men and women, who are unable to obtain overnight accommodations in hotels. She was on the job to lend her assistance three nights during the September state Democratic convention in Dallas. Frequently she is able to help with permanent housing.

The mother of three married daught-



—Thomas K. Cone, Jr., Photograph

**MEMBERSHIP ACCOUNTS** are a major responsibility of Mrs. Pauline Foster, assistant cashier of the Dallas Chamber of Commerce, whose meticulous attention to her job keeps collections in a healthy condition.

ers, Mrs. Foster is one of the youngest grandmothers in Dallas. Her youngest grandchild is Beverly Dianne Murray, seven-weeks-old daughter of Mr. and Mrs. William Murray, Dallas. Another grandchild is Harold Norman Arnold, Jr., five-year-old son of Mr. and Mrs. H. N. Arnold, Dallas. A third daughter is Mrs. Tom Nestle of Cordell, Okla.

## Lieut. Col. Higgins Assumes Command of Love Field

Lieut. Col. Albert E. Higgins, who has been commanding officer of the Twenty-first Group of the Ferrying Division of the Air Transport Command at Palm Springs, Calif., has assumed command of the Fifth Ferrying Group at Love Field. He has succeeded Lieut. Col. Russell W. Munson, who has been assigned to overseas duty.

Colonel Higgins, a graduate of West Point and an officer in World War I, returned to active duty in 1941 as a member of the flying control board at Governor Island, New York, and transferred to the Ferrying Division of the Air Transport Command in May, 1942. Commissioned at West Point in 1915, he served with a field artillery unit at Fort Sill, Okla., in 1916, was stationed in the interior of Mexico for eight months prior

to the first World War and went to France in 1917. He advanced to the rank of captain, and received decorations including the French Croix de Guerre with palm and the Belgian Croix de Guerre.

Following overseas service, he was stationed at Fort Sill until 1924, served as instructor in chemistry at West Point until 1928 and retired from the Army in 1929 to become an executive for a utilities concern at Pittsburgh, Pa., having transferred to the Air Corps Reserves as a pilot.

The Order of the Knights of San Jacinto, established in 1843 by General Sam Houston, has been conferred upon **G. B. Dealey** of Dallas by the Sons of the Republic of Texas.

Following two years of military leave, **Gus C. Street, Jr.**, has resumed his post as regional director of the wage and hour and public contracts division of the Department of Labor at Dallas.

The annual medal of the American Bar Association for "conspicuous service to the cause of American jurisprudence" has been awarded to **Congressman Hatton W. Sumners** of Dallas.

**Dr. H. Frank Carman** of Dallas has been elected president of the Texas Chapter of the American Trudeau Society, the medical division of the National Tuberculosis Association.



# First National Bank Gets New President

Edgar L. Flippen Elected Successor to Nathan Adams Who Is Advanced To Chairman of Board; Rosser J. Coke Is Selected as Vice Chairman

**T**WO directors and a member of the important Federal legislation committee of the Dallas Chamber of Commerce figure in a major shift in executive personnel of the First National Bank in Dallas.

Nathan Adams, president of the First National and its forerunners for twenty years, was elevated to chairman of the board at a meeting of the bank's directors September 12. Rosser J. Coke, a director of the bank and a member of the law firm of Coke & Coke, was selected as vice chairman of the board. Edgar L. Flippen, president of the Gulf Insurance Company, Flippen-Prather Stores and other concerns and a First National director for many years, was elected president of the bank.

The officials will assume their new duties December 1. Both Mr. Adams and Mr. Flippen are members of the board of directors of the Dallas Chamber of Commerce. Mr. Coke is a member of the Chamber's committee on Federal legislation.

Mr. Adams, the first to fill the board chairmanship of the First National Bank since the death of Tucker Royall several years ago, advanced to the presidency of one of the nation's topmost banking in-

stitutions from his initial bank job as messenger which earned him \$8.33 a month. His service has been continuous through four mergers since April 22, 1889, when he joined the old National Exchange Bank after coming to Dallas from Tennessee in 1887. He became president in 1924.

Beginning his business career as a cash boy in a general merchandise store in Pulaski, Tenn., Mr. Adams turned to banking as a runner for the People's National Bank of Pulaski at \$8.33 per month, then became manager of a local book store but returned to banking as bookkeeper for the Giles National Bank of Pulaski. After coming to Dallas, he took a job as clerk in the general offices of the Texas and Pacific Railway Company, but, liking banking best, went with the Exchange National Bank two years later as a utility man. To president, he advanced through the ranks of bookkeeper, assistant cashier, cashier, and vice president and cashier.

An active civic leader of Dallas, Mr. Adams has directed many of the city's fund raising drives, including the War Bond selling activities of the Texas War

Finance Committee, of which he is chairman. He is chairman of the new industries committee of the Dallas Chamber of Commerce, treasurer of the organization's committee on Federal taxation of community income and a member of the committees on arbitration and budget and finance.

Mr. Flippen's earliest business activity was banking. He has served as a director of the National Bank of Commerce. As president of the Flippen-Prather Realty Company, he was a leading factor in the development of Highland Park. A native of Bryan, Texas, he has been a resident of Dallas since 1883.

Prominent in civic as well as business affairs, Mr. Flippen is chairman of the Dallas Chamber of Commerce committee on maintenance of Trinity River levees, vice chairman of the Federal legislation committee and a member of the committees on fire prevention, budget and finance and consolidation of the City of Dallas and adjoining municipalities. He is also a director of the Dallas Power & Light Company, Texas & Pacific Railway Company, the Dallas Hotel Company, and the Southwestern Life Insurance

PICTURED are Edgar L. Flippen (left), new president of the First National Bank in Dallas; Nathan Adams (center), new chairman of the board; and Rosser J. Coke, who has been elected vice chairman of the board.





Company. He served as a member of the cottonseed products' and meat packers' divisions of the National Food Administration during World War I. He has resigned as president of the Gulf and Atlantic Insurance Companies, effective December 1.

One of the leading attorneys of the Southwest, Mr. Coke also has many banking interests. In addition to serving as general attorney for the First National Bank, the trust committee and the bank's trust department, he is one of the operators of the Hillcrest State Bank, is a founder of the South Dallas Bank & Trust Company and the new American National Bank of Oak Cliff and is general attorney for all these institutions.

He is vice president, a director and general attorney for the Universal Mills in Fort Worth, which he helped organize. He is also vice president and a director of the Lone Star Cement Company and attorney for the Texas division, a director of the Dallas Railway and Terminal Company, a director of the Gulf, Colorado and Santa Fe Railroad and treasurer, director and general attorney for the Dallas Hudson Company.

Mr. Coke has for the last eighteen years been head of the law firm of Coke & Coke, which was formerly headed by his father, the late Henry C. Coke, who was chairman of the board of the First National Bank at the time of his death.

### **New Arboretum Foundation Headed by E. L. DeGolyer**

E. L. DeGolyer has been made president of the Dallas Arboretum Foundation which has been formed by Dallas civic leaders to establish an arboretum in Dallas in conjunction with the Institute of Technology and Plant Industry of Southern Methodist University.

Other officers include Mrs. George N. Aldredge, chairman of the executive committee; Mrs. Gross R. Scruggs, Mrs. Sam B. Dickinson and Herbert Marcus, vice presidents; R. L. Thomas, treasurer, and Mrs. John Leddy Jones, Jr., secretary. Executive committeemen are Dr. C. L. Lundell, Stanley Marcus, Robert L. Clark, Mrs. Fred Penn, Mrs. Ward Gannon, Mrs. Frank Austin, Jr., Sam B. Dickinson, Mrs. Mart W. Reeves, Mrs. Aldredge, Mr. DeGolyer and Mr. Thomas.

It is the plan of the new organization to provide a living catalogue of plant resources to be used in the beautification of the city, including a wild flower garden of native prairie flowers.

## *What Others Say—*

### **The Post-War Puzzle**

In looking over some of the subject matter in your publication I am intrigued by the title of the first feature article, "The Post-War Puzzle." (Dale Miller's Washington column in the August issue of DALLAS.)

I am intrigued by it because of some of the interviews I have had in the last twelve or fifteen months with individuals sent out by different organizations to interview industry on a variety of subjects. I had one man come in here not long ago who was ordinarily employed as a contact man for a concern with a large number of publications, and he wanted to ask me what we were doing about post-war planning.

First I asked him what was the difference between post-war planning and the planning which industry always has had to do if it lived and survived? He asked me what I meant by that and I said:

"Well, this concern started right here in this county 102 years ago, and the man who started it made one small item of farm equipment. Now we have five operative plants and produce in normal times (when we are not subject to limitation orders) about seventy-seven different kinds of machines, and had we not always 'planned,' do you think we would still be in existence?"

He then asked me about materials, and were not the "after-the-war" products going to be very much different from the present products. I took him across the street (and we have no current samples because we do not hold anything from the farmer), and showed him a tractor which the company had built in 1912—that was then a little over thirty years previous—and I showed him it had an internal combustion engine, four-cycle, four wheels, a method of steering, a belt pulley and a drawbar, (it did not at that time have power takeoff because tractor-driven units had not then been designed) and I said:

"It took thirty years to go from this to the current, more compact, lighter, higher speed, more efficient units that you see pictured in the illustrations here on the wall. Do you think then that a matter of a few months is going to revolutionize the application of power to the farmer's problem?"

I then went on to ask: "What difference will the ending of hostilities make in the functions of farm equipment? Will they not still plow the land either with moldboard or disk plow; will they not prepare the seedbed; will they not plant row crops either with planter or lister and small grain with a drill, and cultivate with a cultivator, and harvest them with a mower, a hay baler, or a combine, or perchance a binder? Let us be realistic about this thing. What fanciful dream would cause anyone to conclude that the end of the war is going to bring a rapid revolutionary change in the methods of farming?"

"My own recollection goes back to the Spanish-American War. (I tried to get in it but was unsuccessful.) I could recite to you the changes in farming methods and equipment that followed in the next ten years—largely was it a matter of two bottoms on the plow and two rows of corn instead of one. I could come on down to World War I and what followed that.

"There will be improvements and changes, yes. There is not an engineering staff in the country but what is applying itself to improvements in design, function or things of that sort."

He then raised the question of materials—plastics and the like, and I said:

"Yeah, you know something about the functions of a tractor, and that it is made out of steel, cast iron and sheet metal. Outside of a few little ornamental things like a grip on a lever, or a casing of an indicator or instrument of that nature, do you see anything here that is likely to be made out of plastic?" (We had no combines on the floor, so I walked over to an old type of thresher.)

I said: "What about this? Do you see anything here that is likely to be made out of plastic?"

He said: "Well, you could use aluminum sheets instead of sheet metal to fill in between the sheet metal."

I replied: "Granted, if the cost is comparable."

I have written at some length because I think we involve ourselves in a very complex and sometimes muddled approach to this question of post-war planning. I am quite sure that is true when we talk about full employment, and some 19,000,000 jobs to be found. We do not say anything about the 2,000,000, 3,000,000 or 4,000,000 housewives who should

return to their homes and families; about the 2,000,000 or 3,000,000 young men and women who should go back to school and complete their education; about the 1,000,000 or 2,000,000 superannuates who should be retired; and we do not say anything about that percentage always "on the move," the people who are going from one job to another or who want to live in some other state. We have always had them. Even at the peak of 1928 and 1929, if the figures we receive are correct, we had 2,000,000 or 3,000,000 unemployed, and a lot of them did not want to work.

This is the sort of thing that causes me to inwardly rebel when any approach to this is headed: "The Post-War Puzzle."

W. L. CLARK,  
Vice-President,  
J. I. Case Company,  
Racine, Wisconsin.

## Cotton

I have read with much interest your article on cotton in DALLAS and want to congratulate you on the comprehensive way in which you covered the subject.

WALTER B. MOORE,  
Administrative Assistant,  
Educational Service,  
National Cottonseed  
Products Association, Inc.

I read the (cotton) article with considerable interest and I am frank to state that not only was the article interesting throughout, but also it brought to the attention of the reader many often overlooked phases of the cotton question.

E. H. BROOKS,  
Vice President,  
Continental Gin Company.

I enjoyed the (cotton) article very much, and it was excellently prepared and presented. As to be expected, opinions varied, but I hope this material will be of interest and value to our great cotton industry.

JOHN C. THOMPSON,  
Texas Cotton Ginners'  
Association.

The article by Mr. Allen is a splendid treatment of the post-war opportunities of cotton. He certainly assembled his information and expressed it in a clear way.

I hope this magazine will find its way to the desks of many of those who think cotton is a back number crop.

JAMES D. DAWSON, JR., Houston  
President, Texas Cottonseed  
Crushers' Association.

# Mark Hannon New Manager Of Manufacturers' Department

Martin E. (Mark) Hannon, who has accounted for a substantial increase in the membership of the Dallas Chamber of Commerce during his nearly five years as director of membership service and public relations, has been advanced to manager of the manufacturers' and wholesalers' division.

Mr. Hannon, who has assumed his new duties, has succeeded C. R. (Bob) Bourdene, who resigned as of September 1 to



MARTIN E. (MARK) HANNON

open in Dallas a new regional office of the National Industrial Information Committee sponsored by the National Association of Manufacturers, with headquarters in the Rio Grande National Life Building.

In his new capacity as manufacturing and wholesaling head, Mr. Hannon also becomes manager of the Dallas Manufacturers' and Wholesalers' Association and the Dallas Fashion and Sportswear Center.

A native of Boston, Mr. Hannon was educated in Eastern schools. Having been a student in mining engineering at Dartmouth College, he was engaged in copper prospecting in Montana and Idaho when the President called for volunteers following the entry of the United States into World War I. He enlisted immediately and served as an engineer officer in the Air Corps.

Following his discharge from the Army, he came to Dallas in 1919 as industrial sales engineer for the Texas

Company. Several years later he became division sales manager for a St. Louis mill, with headquarters at Dallas, a post he held for four years. He next was active in Texas and Oklahoma as an independent oil operator and producer, and then served as manager successively at Dallas, New York and Pittsburgh for a national organization in charge of surveys in the banking, insurance, retailing, wholesaling and industrial fields.

He returned to Dallas as sales manager for the Ediphone Company and two years later on March 1, 1940, became manager of the membership service department and director of public relations for the Dallas Chamber of Commerce.

He is a 32-degree Mason, and a member of the Dallas Kiwanis Club and the American Legion. Mr. and Mrs. Hannon have a daughter, Mary Jane Hannon, four years of age.

## Mitchell Company Wins Third Renewal of E Award

The John E. Mitchell Company of Dallas has been granted a third renewal of the Army-Navy "E" Award for continuous efficiency in production for the war effort. It is the first and only company in the North Texas area to receive this distinction.

Congratulations of the Navy Department to the company and to each employee were extended in a letter to John E. Mitchell, Jr., president of the John E. Mitchell Company, signed by Admiral C. C. Block, who wrote on behalf of the United States Navy Board for Production Awards. The company has received its new Army-Navy "E" Award flag containing the three stars.

## Dale Miller

(Continued from Page 5)

political parties. It transcends them in importance and will outlive them as well. It deserves something more than superficial and cavalier thinking, if we are to strengthen and fortify our democracy for the work of the future. An executive of a great State, or the nation's chief executive, for that matter, could make no more worthwhile contribution to his generation and its posterity than to devote his conscientious and unremitting effort to the solution of this great problem.

## Oak Cliff Chamber Names William J. Bryan President

William J. Bryan has been elected president of the Oak Cliff Chamber of Commerce for the ensuing year, succeeding James R. Temple. Continuing in office are Guy Draper as secretary and manager; James C. Dycus, treasurer, and Willard Gragg, counselor and attorney.

Nine new directors named by the membership are Hugh Craig, Jr., Herbert E. Wolfram, Tom King, W. C. Alexander, R. F. Ford, Jr., Clyde Mauldin, R. G. Coghill, Merrill E. Audrey and William H. Pierce. Projects for the coming year include completion of the raising of funds for a \$75,000 Chamber of Commerce Building, for which about \$40,000 has already been subscribed.

## AAF Materiel Command Opens Readjustment Office

A North Texas area readjustment office of the Army Air Forces materiel command has been established at Fair Park. It will give assistance in adjusting contracts and subcontracts so that conversion to new-type weapons needed by combat theaters can be made without delay. Lieut. Col. Palmer Bradley has been placed in charge of the Dallas office.

## Trade Area Airways

(Continued from Page 7)

ture. If this town were connected with good feeder airline service, which included express and freight hauling, the producers would be able to ship their dairy products, beef, and other perishable products right on to the consumers on an overnight run in their fresh condition instead of going through the processes of curing the produce into some changeable form which usually alters the desired taste and flavor considerably.

Clarksville in Red River County offers lumber, beef, cattle, truck crops, and peanuts. Many of these products surely have a demand and a market and they, as well as those formerly mentioned, will adapt themselves to air service.

Mt. Pleasant in Titus County offers an abundance of dairying products, oil, peanuts, lumber, stone, and a refinery which will fall in line for air service likewise.

Mt. Vernon has diversified farming, beef, cattle, oil, peanuts, and asphalt, as does Sulphur Springs in Hopkins County.

In Cooper, a town near Paris, an abundance of beef cattle, dairying, and agricultural products will be found. Inci-

dentally, there is a big fur market in Cooper which would offer many valuables to other parts of the country suited for such materials. Then, there is McKinney, Texas, a fine little city of about 10,000 inhabitants, which is a main collecting center for Collin County. In McKinney, there is also a large veterans' hospital having demand for foods, medical supplies, and rapid movement of staff members and specialists. All of the above mentioned communities could logically be served on one feeder route out of Dallas.

The accompanying map shows these routes and suggests several other possible routes. Since Dallas is the recognized trading and business center of such a large territory, the transportation service from these points to Dallas is a major consideration.


There is latent demand awaiting the arrival of air transportation to provide services that permit an order to be placed in the morning for delivery the afternoon of the same day. Such a demand is indicated by the statements of jewelers, department stores, banks, florists, and auto parts dealers that their businesses would be greatly aided by having a direct air connection with Dallas. The survey indicated that good support would be given such a service.

An efficient feeder line airplane from the economic standpoint would have externally braced wings saving structural weight and giving increased headroom in the cabin by eliminating the need of

carrying a cantilever structure through the fuselage. However, everything should be weighed out carefully in order that an increased drag will not absorb the weight saved by forcing a corresponding reduction in gross weight. By having a high wing design, the cabin floor would be kept close to the ground, making loading more convenient. There should be separate loading doors for the cargo compartment and for the passenger cabin.

From the standpoint of maximum safety, feeder airline planes would probably have twin engines. At many stops along the route the plane should pause only a couple of minutes with engines idling. One way to overcome the disadvantage of having to keep the motors running will be to install Diesel engines. The feeder airplane would enjoy the advantage of being able to take off without having to wait and warm up. This engine will run on much cheaper fuel—resulting in one-fourth as much fuel cost. With 20 per cent less fuel needed, added payload will thus be possible. There are 20 per cent fewer moving parts in this type engine than in a similar gasoline engine, and, therefore, maintenance would be cheaper. It would be easier for one pilot because there are less than half as many controls.

The feeder airline ship will likely be designed to carry from ten to twenty passengers with approximately 500 to 1,500 pounds of cargo; and, in case extra cargo ships are needed in peak shipping periods, there should be installed in the



### Box Pop:

"Remember, my son," said his mother as she bade him good-bye, "when you get to camp try to be punctual in the mornings, so as not to keep breakfast waiting."

### Gaylord Container Corporation

Dallas, Texas



# Dallas Post-War Planners Offered Industrial Services



GRAYSON GILL



CHARLES L. HENRY



WARNER HOOPLE



E. E. ROMINGER

To give assistance now to business men in the completion of peace-time manufacturing, distribution and selling plans, Southwestern Industrial Services has been set up by a group of Dallas business and professional men, with headquarters in the Great National Life Building.

Organizers are Grayson Gill, architect; Charles L. Henry, representing Charles L. Henry and Associates, consulting

management and industrial engineers; Warner Hoople, industrial designer, and E. E. Rominger, Dallas manager of Bozell and Jacobs Advertising Agency. Allied with the new organization in serving post-war planners is Southwestern Laboratories, which maintains offices in Dallas, Fort Worth and Houston for inspection, chemical and physical testing.

The new organization is designed to

provide planning and consulting service with respect to post-war employment research and analysis, styling of commercial products, advertising and sales, and liaison service with Government agencies, including assistance in such problems as what to manufacture and sell after peace returns, Government regulations, stabilization of employment, new markets, wage incentive plans, and new methods of production.

passenger section of the ship readily removable seats so as to quickly provide space for carrying a load of approximately 2,500 to 4,500 pounds. A tricycle landing gear would be more capable of standing the increased weight and provide better balance and give easier landings.

Overhead racks will have to be provided within the cabin to accommodate hats for the maximum number of passengers and for winter coats, and another compartment will more than likely be near the cabin for excess coats and light

luggage. The ceiling in the aisle of the ship should be at least 72 inches above the floor level in order to permit the average size passenger to avoid stooping or being cramped in any way. Provision will be made near the cabin for stowing box lunches and there will be one small lavatory compartment accessible to the passenger cabin. Experience and study indicate that the most satisfactory cargo compartment is one located above the floor. Here everything is normal, with the working space convenient and in a normal position.

On a feeder line, there may be no copilot. By eliminating this person, the payload can be increased accordingly, cutting extra expense.

After a few years, another type of feeder airline plane is likely to make its appearance on the scene. This will be the helicopter. Many applications have already been received by the Civil Aeronautics Board for this type of feeder line service. The advancement made in the development of the helicopter is extremely encouraging. Although the helicopters are still in an early development stage, it is likely that some manufacturer will come out with one, probably within a period of five years after the war, that will be economically feasible.

If things develop as are foreseen by

many of the smarter prognosticators, plywood along with a new type of light thin steel will make strong bids for a number one spot in the construction of these new peace-time commercial ships. In fact, many believe that plywood will be extremely popular and used extensively because of an abundant supply and the new chemical treatments that make it extremely flexible and durable as well as very light in weight. Plywood that is bonded with a certain type of secret adhesive is reported unaffected by the high temperatures that build up in the interior of the airplane surfaces under the hot sun. Neither will water of any temperature hurt plywood for any reasonable period, and it will hold its uniqueness in future aircraft construction.

The new type steel is a war invention that will also play an important part in future aircraft construction.

A new type of flooring developed is of laminated phenolic construction, now known as panelyte. It is reinforced with aluminum alloy strips, and weighs approximately one quarter pound per square foot less than other types of flooring of equal strength and carrying capacity. This factor will be another advantage for the feeder airline ships, with operators closely watching every pound and penny.

## Hudson & Hudson

Industrial and Business Properties

Sales, Leases and Management

Praetorian Building

PHONE R-9349—DALLAS

Alex D. Hudson

James S. Hudson

## CARL B. McKINNEY

Dentist

HOURS: 8:00 A. M. to 5:00 P. M.

Closed on Sunday

Location over Palace Theatre

1621½ Elm

C-6327



# Wealth and Resources of Dallas Trade Area

County	Population 1940 Census	City	Normal Population	Business of Town and County	Monthly Bus Ticket Sales for City	Yearly County Retail Sales	Value of Manufactured Products Yearly County	Effective Buying Income County Yearly	Motor Vehicles
Dallas	398,564	Dallas	376,548	Terminal and the metropolitan city of the Southwest	Over \$230,000	\$193,374,000	\$155,945,000	\$301,248,000	136,253
Tarrant	225,521	Fort Worth	207,677	Wool and egg market, as well as a general market city	Around 130,000	102,021,000	106,431,000	174,127,000	74,534
Cooke	24,909	Gainesville	9,651	Diversified farming	26,000	5,991,000	1,670,000	8,593,000	8,510
Anderson	37,092	Palestine	12,144	Knox Glass Factory—railroad shops	10,000	6,693,000	1,609,000	11,091,000	7,787
Bosque	15,761	Clifton	1,732	Sixty-five business houses	1,000	2,404,000		3,716,000	3,999
Angelina	32,201	Lufkin	9,567	Paper mills—300 business houses	15,000	6,634,000	6,234,000	9,533,000	7,155
Clay	12,524	Henrietta	2,391	Boot factory, ranching country	300	2,029,000		3,365,000	3,261
Collins	47,190	McKinney	8,555	Eggs, veterans' hospital	2,500	8,345,000	1,954,000	12,310,000	11,576
Delta	12,858	Cooper	2,537	Diversified farming and dairying, 80 businesses	2,300	1,585,000		2,431,000	2,422
Denton	33,658	Denton	11,192	Two colleges, 300 business houses, grapes	15,000	8,653,000	1,799,000	13,098,000	10,711
Ellis	47,733	Waxahachie	8,655	Cotton and honey	8,000	9,633,000	2,161,000	15,877,000	11,576
Erath	20,760	Stephenville	5,000	Peanuts and wool	3,000	3,853,000	863,000	5,794,000	6,035
Falls	35,984	Marlin	6,542	195 business houses—mineral wells for tourists	1,000	5,210,000	758,000	8,839,000	6,612
Fannin	41,064	Bonham	6,349	185 business houses, state park and lakes	3,500	6,034,000	1,907,000	8,706,000	8,213
Franklin	8,378	Mt. Vernon	1,443	Sixty business houses, dairying and diversified farming	2,000	1,053,000		1,523,000	1,631
Freestone	21,138	Teague	3,517	Eighty-three business houses, farming and cattle	1,200	3,064,000		5,031,000	3,436
Gregg	58,027	Longview	13,758	Middle of largest oil fields, Harman hospital and 582 business houses	10,000	22,893,000	10,381,000	32,783,000	22,153
Grayson	69,499	Sherman	17,156	Grain, cotton, flour mills, elevators and Mrs. Tucker's Shortening	15,000	18,443,000	22,851,000	27,284,000	19,413
Henderson	31,822	Athens	4,765	Peach country, peanut factory, vegetable shipping	5,000	4,826,000	490,000	7,312,000	5,828
Hill	38,355	Hillsboro	7,799	215 business houses, sheep, chickens and honey	2,500	6,383,000		10,387,000	8,971
Hood	6,674	Granbury	1,166	Fifty-four business houses, peaches, wool and eggs	200	903,000		1,560,000	1,914
Hopkins	30,274	Sulphur Spgs.	6,742	Cheese factory, dairy, eggs, wool and berry country	10,000	5,591,000	2,020,000	8,016,000	6,359
Hunt	48,793	Greenville	13,995	Turkeys, honey, eggs and cotton	15,000	11,387,000	6,694,000	18,367,000	12,578
Jack	10,206	Jacksboro	2,368	Ninety-two business houses, wool and chickens	1,000	1,915,000	711,000	3,259,000	2,797
Johnson	30,384	Cleburne	10,558	305 business houses, wool, eggs and honey	2,500	6,639,000	657,000	11,095,000	9,220
Kaufman	38,308	Terrell	10,481	Farming, big compress	3,700	6,479,000	1,498,000	11,681,000	7,186
Lamar	50,425	Paris	18,678	Cotton seed and peanut mills	25,000	9,189,000	3,943,000	15,303,000	10,227
Limestone	33,781	Mexia	6,410	170 business houses, cotton, diversified farming	2,200	4,907,000	1,162,000	8,268,000	6,116
McLennan	101,898	Waco	71,114	1,385 business houses, eggs, wool, honey	70,000	30,485,000	15,466,000	50,010,000	27,456
Rusk	51,023	Henderson	6,437	East Texas oil field	2,000	11,016,000	3,455,000	17,613,000	12,700
Montague	20,442	Bowie	3,470	125 business houses, wine and grape industry, diversified farming	1,000	3,944,000	940,000	6,101,000	5,438
Navarro	51,308	Corsicana	15,232	465 business houses, wool, eggs, turkeys, honey	5,000	9,659,000	4,672,000	15,781,000	10,276
Palo Pinto	18,456	Mineral Wells	6,303	Sheep, wool, eggs, 255 business houses, health resort	5,000	4,278,000	689,000	6,994,000	6,117
Parker	20,482	Weatherford	5,924	Watermelons, wool, turkeys, diversified farming	2,000	3,641,000	817,000	5,758,000	6,009
Rains	7,334	Emory	700	Farming and cattle, thirty-five business houses	175	414,000		612,000	1,097
Rockwall	7,051	Rockwall	1,318	Forty-five business houses, farming and honey	750	1,044,000		1,668,000	1,905
Smith	69,090	Tyler	28,279	Pecans, honey, peaches; 750 business houses, rose industry	40,000	20,215,000	8,867,000	32,556,000	17,383
Somervall	3,071	Glen Rose	1,050	Forty-four business houses, sheep and wool	200	399,000		666,000	846
Van Zandt	31,155	Wills Point	1,976	Texas and Pacific Railway, eighty-two business houses, cattle and farming	1,000	4,550,000		7,335,000	6,226
Upshur	26,178	Gilmer	3,138	175 business houses, diversified farming	4,000	3,344,000	510,000	5,397,000	4,732
Wise	19,074	Decatur	2,578	Ninety-eight business houses, horses, wool and grapes	2,000	2,864,000	356,000	4,214,000	4,652
Wood	24,360	Mineola	3,223	120 business houses, Texas and Pacific Railway shops, box factories	2,500	3,909,000	919,000	6,410,000	4,749
Morris	9,810	Dangerfield	1,032	Forty-one business houses, iron ore fields	500	1,266,000	60,000	2,016,000	1,460
OKLAHOMA—									
Bryan	38,138	Durant	10,027	College and oil fields	10,000	6,321,000	1,036,000	9,022,000	1,278
Carter	43,292	Ardmore	16,886	Oil field and works	12,000	9,373,000	3,526,000	17,058,000	8,857
Johnson	15,960	Tishomingo	1,951	Cattle, gravel, farming	800	1,395,000		2,556,000	1,575
Love	11,433	Marietta	1,837	Resort on Murray Lake and ranching	750	1,070,000		2,245,000	1,509
Marshall	12,384	Madill	2,594	Ranching, farming and some oil	1,200	1,658,000	50,000	2,597,000	1,892
Oklahoma	244,159	Okla. City	229,229	Capital of state, home of University at nearby Norman, oil city	250,000	102,562,000	68,533,000	162,165	78,546
Tulsa	193,363	Tulsa	188,562	Oil city and home of university	150,000	79,645,000	70,468,000	138,120,000	62,493
Muskogee	65,914	Muskogee	32,332	Oil city	36,000	16,002,000	6,248,000	30,750,000	13,082

## Underwood and Underwood Tieup Made by Langley

The illustrative photography of Underwood and Underwood Illustrative Studios of New York has been made immediately available to Dallas advertisers through an affiliation completed with the New York producers of advertising pictures by the William Langley Studios of Dallas.

In addition to stock illustrations, special "set" photographs requiring extensive facilities, including prop building, models, makeup and costuming, may be ordered through the Dallas studio, to be made in New York, William Langley said. Carbro natural color prints will also be available. The Langley Studios will also execute Texas assignments for Underwood and Underwood.

**Roy Mouser**, formerly boys' work secretary, has been appointed executive secretary of the Oak Cliff branch of the Young Men's Christian Association.

Honorary life memberships in the Dallas Advertising League have been awarded to **Blair B. Mercer**, **Lorry A. Jacobs**, **R. H. Colville**, **J. F. Kempton, Jr.**, **Leroy W. Chandler**, **A. Ragland**, **T. M. Cullum**, **Otto Lang**, **Edward Bateman**, **Douglas Hawley** and **Robert Wilmans, Sr.**

### GRAYSON GILL

*Architect and Engineer*

306 Great National Life Building

### Mr. Merchant . . .

For larger profits and repeat business sell REALSHINE Shoe Polish . . . made by the oldest shoe polish manufacturer in Texas.

**REALSHINE COMPANY**

2644 Main St. Dallas, Texas C-5631

## New Retail Apparel Store Established in Dallas

The Robert Hall Factory Loft, specializing in men's suits and overcoats and women's suits and coats, has been opened in Dallas at 1311 Jackson, at Field, under the management of Charles W. Hull. In this type of retail operation, garments are displayed on factory pipe racks. Mr. Hull has been identified with Dallas merchandising firms for the last fifteen years.

## Variety Club Sets Up Boys' Ranch Foundation

To support and perpetuate the Variety Club Boys' Ranch at Copperas Cove, the Variety Club Foundation has been formed at Dallas. The Boys' Ranch, founded and managed by Mr. and Mrs. R. L. Dawson, receives juvenile delinquents and underprivileged boys, and now has a capacity of thirty-five boys.

**David E. Botter, Jr.**, reporter for the *Dallas Morning News*, has been awarded a Nieman fellowship for a year's study at Harvard University.

## Post-War Opportunities

(Continued from Page 9)

ing as it does from a prominent outsider!

Dallas planning in the building and construction field begins with civic planning, extends to commercial and industrial planning, and culminates in residential planning. The needs for all are quite evident, and were sketched in the November, 1943, article in DALLAS on building and construction. At that time it was asserted that the skyline of Dallas is destined to undergo spectacular change. "It will be dotted with new, streamlined skyscrapers breaking through the horizon within five years after World War II," Hal C. Dyer, Dallas contractor, declared. And what happen-

ed during the last year? Perhaps nowhere has the post-war blueprint already emerged into more visible form than on the drawing-boards in architects' offices.

The proposal in the new Dallas master plan for the construction of a new civic center is well-known. The plan to include in this project a new library, large auditorium, courthouse, school administration building and municipal building is a matter of record. "Fort Worth, San Antonio, and Houston are among the hundreds of cities far ahead of Dallas in providing adequate facilities for carrying on city business," Mayor Rodgers pointed out. The mayor, when in St. Louis attending the conferences of the American Planning and Civic Association, drew considerable attention also to the Dallas plan for airport construction, involving four major airports, with some seventeen secondary ports. He also discussed there the prospect for the establishment of a well-known aviation institution in Dallas.

Perhaps as good a barometer as any in any city intent upon expansion is the hotel situation. Overcrowded hotels usually serve as a weather-vane, above all as they reveal commercial activities. Regional conventions, sample and display rooms and style shows are among the features that crowd the doors of hotels. Such circumstances have long been visible in Dallas, as the city forged ahead in importance and prestige as a regional center of distribution.

The momentum of the current mood was exhibited in this and other recent announcements: "A 22-story hotel for downtown Dallas with 700 rooms and special features for the rapidly expanding wholesale and merchandising business here is being planned by local interests . . . A convention-type hotel, the building will be designed with ample sample rooms and numerous permanent display places for merchandise . . . Numerous leases with new firms are said to be in process in the north and east."

Subsequently this news was flashed announcing another hotel: "A \$6,500,-



*Give from  
Your Heart*

*to Your*

**WAR CHEST**

**DALLAS POWER & LIGHT COMPANY**

### Fully-Paid Investment

**Certificates Issued**

**\$100 to \$5,000**

Insured by Federal Savings and Loan Insurance Corporation, Washington, D. C.

**METROPOLITAN BUILDING  
& LOAN ASSOCIATION**

1400 MAIN STREET

R-5108

000 26-story hotel with 650 rooms, completely air-conditioned and with features that will make it the most modern in the United States will be constructed in downtown Dallas with eastern capital, as soon as emergency restrictions are lifted . . . There will be two or three convention or ballrooms . . . adequate exhibit space for business men needing it for merchandising . . . We can assure Dallas this hotel already has been financed with eastern capital representing one of the country's outstanding hotel companies."

Shortly afterwards the press released the interesting story concerning "a miniature mart for miniature people." The project planned is a three-story replica of Chicago's famous Merchandise Mart. It will display infants' and younger children's merchandise exclusively. The building will be windowless and air-conditioned, constructed in standard "baby colors" of pink, white and blue. It is intended, moreover, that this structure will be located in the vicinity of the new 22-story hotel, and thus tie-in with its operations. Numerous leading factories and mills will supply the trade direct through the mart with infant merchandise, it was explained, and it will be built as soon as

war-time restrictions on materials and labor are eased.

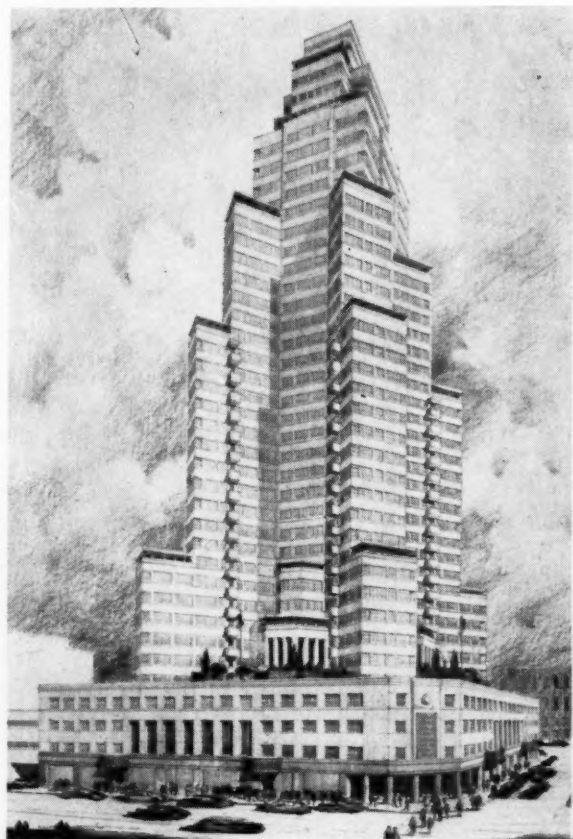
In the department store field, the spotlight was centered upon A. Harris & Company. This institution looks forward to the erection of two buildings from six to ten stories adjoining the present Elm Street annex on either side. The architecture of the new buildings will be coordinated with a refacing of the present quarters, it was related. The new buildings will be modern in every respect. Other department and specialty stores have analagous plans for modernization and expansion. But they have not yet publicized their specific intentions. Behind closed doors, however, it is known that many business establishments have worked out post-war plans they expect to put into operation at the appropriate time.

One set of plans concerns the theatrical world. Here the new tie-in between the theater and television excites the imagination. Television has lately made remarkable strides, as Life Magazine reported: "In four years the war has achieved technical advances toward perfection of the art which might otherwise have taken a generation. Television engineers already know how to solve most problems and have pretty good clues to the rest. The

motion picture industry is laying plans for television operations including television programs in movie theaters."

Already Paramount Pictures has reportedly "an apparatus which will enable its theaters to take telecasts of sporting and news events upon the screen as they happen and then incorporate them as part of the regular newsreel." James L. Fly, chairman of the Federal Communications Commission, expects motion picture producers to deliver films for telecasting purposes to radio stations. These stations will then provide exhibition facilities for the televised reproductions of sport scenes and other big events. In any case, there are various possibilities. But what has all this to do with building and construction during post-war years?

Possibly the association of movies and television for one thing will bring about a new boom in the building of theaters. Perhaps the ultra-modern theater of the future will become the central feature of an integrated unit, featuring both television in the theater and in radio stations. The idea of a Radio City or a Radio Center in a regional city such as Dallas offers possibilities. And there is this added angle: Television undoubtedly will play a dramatic role introducing new styles and



PROPOSED POST-WAR BUILDING for Dallas includes \$6,500,000, twenty-six-story, completely air-conditioned, downtown hotel, with 650 rooms, garage and exhibit building (left). Preliminary plans have been prepared by Grayson Gill. I. S. Lesser and Alex I. Hudson are handling the financing and real estate phases. Below is pictured the front elevation of the proposed \$4,000,000 Trinity Hotel, designed by Walter W. Ahlschlager. Plans call for twenty-two stories and 711 rooms, convention hall and 550-car garage.





fashions. The effect will assuredly be felt in Dallas. Clothes will be presented with even more allure in this fashion-conscious city under the auspices of television. Will fashion shows some day be broadcast to homes with all the ingenuity abounding in the show business? Possibly you may think this is looking quite far ahead. But the tempo of the ages speeds at a faster and faster pace every single decade.

San Francisco has taken the bull by the horns. There initial steps have been taken for the construction of a huge fashion center. This \$4,000,000 project will be erected on a 25-acre tract within the city. It is planned that it contain some thirty-seven buildings from one to seven stories high. The purpose of this modern Apparel City will be to establish in no uncertain terms San Francisco as a style and manufacturing center. It will dramatize and glamorize west coast fashions to their fullest degree. Why not, then, Dallas—likewise a regional clothes cen-

ter, and also a relatively young frontier for aggressive merchandising leadership?

In the residential field, one development will suffice as an instance of current progress. This is the establishment in Dallas of the Home Builders' Association. Hugh E. Prather has been elected president of this new organization "formed for the purpose of meeting future hous-

ing needs in this area." Apparently the organization plans to determine how quickly Government controls will be withdrawn and how soon civilian housing can be resumed. This is a preliminary move designed to facilitate cooperation within the industry, and to galvanize into action building and construction, normally the nation's second largest industry.

## Foreign Trade

In August the Order of the Sun was bestowed upon Mayor Woodall Rodgers at Lima, Peru. Of course, such an honor was symbolic of activities "on the part of the man who has done perhaps more than any other individual in the Southwest to cement friendship between his own and Pan-American countries." But it reflected also the post-war foreign trade possibilities for Dallas not only in Peru, but in all Latin American countries.

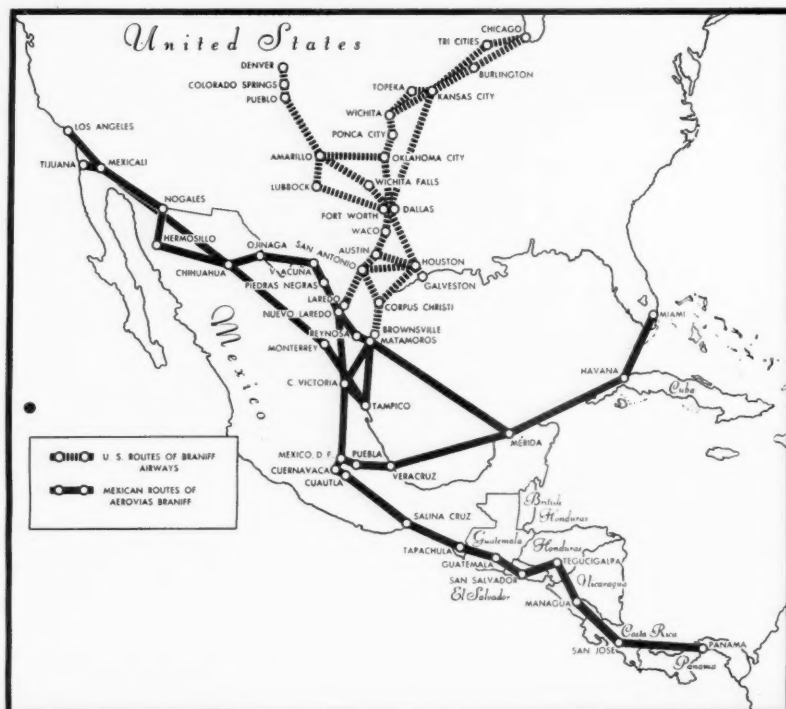
For one thing, the trip recalled the mayor's interest in having Dallas declared a free trade port in commerce with foreign nations, as well as a port of entry for aviation. At the moment, New York City is the only free trade port in the United States. "There merchandise is shipped in great quantities for sales displays and no duty is paid until actual

sales are made," Mayor Rodgers explained. Why not, then, Dallas? It will mean much to our post-war business.

For another thing, the mayor's visit to Peru directed more attention to South America itself. Already engineers have worked out a program under contract with the Peruvian government for the development of mineral resources. Americans have also worked out definite plans for the establishment of a coal, iron and steel industry in Peru. The main objective apparently is industrialization. A hydro-electric plant now under construction will generate low-cost power to future steel plants and other manufacturing industries.

Such developments tie-in with the trend of events relating to foreign trade, described in the January issue of DALLAS.

INTERNATIONAL AIR ROUTES totaling 3,067 miles, touching two points in the United States, Miami and Los Angeles, and a route to Panama by way of the capitals of the countries of Central America, have been granted Aerovias Braniff, S. A., by General Maximino Avila Camacho, secretary of communications and public works for Mexico.



### PHOTOSTAT PRINTS

Southwestern Blue Print Co.

1801 Commerce Street

Phone C-8084

## You Create A Business

**INSURANCE is the  
then necessity**

Insurance Premiums are an operating cost which must be added to the price of your product to be sold in a highly competitive market.

I reduce this insurance cost by competent insurance engineering, both fire and casualty.

I have represented only capital stock insurance companies for forty years.



**CRUGER T. SMITH**

General Insurance

R-8624

Magnolia Building



This is one paragraph: "History has shown that export sales thrive in expanding industrial markets. The best markets for our goods have always been where payrolls are higher and living standards better. Brazil, Argentina and Chile have ambitious programs for industrialization. Peru and Colombia are forging ahead. All should rate a high priority in the export plans of Dallas concerns."

Such opinion coincides with the prevalent, authoritative viewpoint that a sound Pan-American economy lies in the eventual industrialization of the countries to the south. In the past, it has been pointed out, trade between the United States and Latin American countries has not been complementary for the reason that all countries were great producers of raw materials. Latin American trade dovetailed into the European economy much better than into ours.

In 1944, exporters see not only new opportunities in South America with its rising standard of living, a large merchant marine, and an amazing cargo transport business in the making, but also the vital need of carrying on foreign trade all over the world. Have not American troops been conducting the greatest sampling campaign ever known all over the globe, even handing out trinkets to fuzzy-wuzzies?

Robert H. Patchin, vice president of the Grace Line, cited convincing evidence of our dependency on world export. Certainly foreign trade is important when you consider that it is a hopeful means of keeping our national yearly income over \$100,000,000 during the post-war era, and of providing peace-time jobs for some 56,000,000 Americans.

Mr. Patchin asserted that 14 per cent of automobile production is normally sold abroad, 17 per cent of agricultural implements and machinery, 28 per cent of tractors, 31 per cent of dried fruits, 36 per cent of sulphur and so on. In Dallas we know that 90 per cent of Texas cotton was exported during normal times, and that Dallas on that account was the largest spot cotton market in the world. It is therefore misleading, as Mr. Patchin declared, to consider the foreign trade of the United States an incidental part of the country's total business. The old maxim

that foreign trade accounted for only about 10 per cent of the whole is subject to explanations and qualifications.

Today many communities eagerly look forward to foreign trade. Competition will be keen. Los Angeles already has estimated its 1948 foreign trade on the basis of 1942 prices as thirteen and one-half billion dollars worth of imports. San Francisco, in fact, plans a \$25,000,000 post-war world trade center. This huge building project would occupy an entire district on San Francisco's waterfront. Today it is a blighted area. Tomorrow it

is planned to construct a series of imposing buildings including structures for storage and processing of goods, for transportation services, for temporary and permanent foreign and domestic exhibits, for office space suitable for consular officials, for foreign departments of banks, and for other purposes. If current

**Shop at . . .  
J. C. PENNEY COMPANY**

*Retail Stores*

5415 EAST GRAND . . . . . T-0244  
1917 GREENVILLE . . . . . T-5354  
221 WEST JEFFERSON . . . . . W-9743

**O**ur success, our growth, is dependent on our ability and willingness to extend that sincere cooperation that fits your plans and contributes to your profit. Any financial matter you wish to discuss with us will receive our close attention—will be held in strictest confidence. How can we help?



# Dallas National Bank

MEMBER FEDERAL DEPOSIT INSURANCE CORPORATION

## Metropolitan

**BUSINESS COLLEGE**

*57 Years in Dallas*

Please phone C-8773 when you need a good stenographer or bookkeeper. Thank you.

plans mature, it will be a foreign trade center.

Perhaps it is a good idea to consider what other cities are doing. Possibly in so doing we can adapt and adopt some of their ideas, as they will ours. In any event, we know foreign trade is desirable because of freedom from credit losses. We need it to take up the slack of dull seasons at home. Here in Dallas we—at the gateway to Mexico and South America—are geographically logical contenders for south of the border foreign trade. Shall we take the lead and make it full-speed ahead?

"Dallas should be a distribution point

for the entire middle west in the expansion of foreign trade . . . Galveston before the war imported sugar from the Philippine Islands. New Orleans became a famous coffee distributing center. Why shouldn't Dallas, even if it is an inland

Victor Schoffelmayer of the "Dallas Morning News" reported on his recent trip to the west coast: "The west coast hopes to convert its large magnesium, aluminum and steel plants to the production of useful peace-time goods which

city?" These were the words of D. R. Touriel, director of exports for the Tex-O-Kan Flour Mills. Why not, in the coming Air Age, when inland cities of the future will become the equivalent of seaports of the past?

## Manufacturing

will have large distribution throughout the eleven western states and to the Orient."

The "News," in turn, editorialized: "A thought that we in Texas may draw from Mr. Schoffelmayer's dispatch is that we will have competition with the southern and western areas as well as with the older, industrial communities in the post-war period. We have a way of thinking of competition as existing only between the older regions and the outlying sections. We say that it is a question of whether the post-war industry will decentralize or recentralize. Actually, there will probably be recentralization in some industries and decentralization in others. But the decentralization will not be spread evenly over the south and west. It will go to those regions that make the greatest effort to get it."

So much for this aspect. In any case, decentralization of industry had long preceded the war. The fateful march of industry westward and southward during the last several decades was indicated in the DALLAS February article on manufacturing. Some time ago, it was stated, Ford and Firestone decentralized with the establishment of assembly plants in major markets. The war supply accelerated and accentuated this trend. Now a newer, more recent development noticeable in Dallas has attracted national attention. It is decentralization of the apparel trade.

Agnes McCoy, national writer, described it in these words: "I think California will continue to be tops in certain types of fashions, while New York and Chicago will excel in other types. Dallas, St. Louis, Kansas City and other younger manufacturing centers will certainly make their place in the American way of fashions." Along these lines, "Look" magazine termed Dallas "The newest sportswear mecca of the important clothing buyers." The magazine, as an example of the "colorful, bareback play clothes produced in this young, vigorous market," illustrated a Justin McCarty model.

In May, Southern Methodist University paid tribute to the acknowledged,

## Moving PEOPLE in Dynamic Dallas

Today, and tomorrow . . . in war and in peace, the moving of people is, and will be a primary factor in the life and affairs of dynamic Dallas.

In fact *people moving* is what makes Dallas dynamic. Therefore, that agency which *moves* the people is vitally important. This Company moves, or transports people to and from their work, to and from shopping, to and from all manner of activities . . . night and day . . . from home to factory and office, to stores and shops, to recreation centers, and to church.

Your transportation needs in Dallas are being met by a constantly improving type of transportation service which recognizes, accepts and meets its obligations in the spirit that makes Dallas great.

Ride with confidence via Transit in Dallas.

## DALLAS RAILWAY & TERMINAL COMPANY

*Leaving No Wheel Unturned in Your Service*

D. R.  
e Tex-  
e com-  
of the  
of sea-

ghout  
to the

ed: "A  
y from  
at we  
uthern  
e old-  
e post-  
inking  
etween  
g sec-  
on of  
decen-  
there  
some  
others.  
spread  
it will  
great-

case,  
g pre-  
of in-  
luring  
ted in  
manu-  
tated,  
with  
nts in  
celer-  
ow a  
notice-  
al at-  
e ap-

scrib-  
ornia  
types  
icago  
e, St.  
unger  
make  
fash-  
mag-  
ports-  
thing  
mple  
othes  
mar-  
odel.  
iver-  
ged,

rapidly-growing Dallas apparel market as one of the leading markets of the country. The university held dedication ceremonies for the new School of Design. "Out of the School of Design," Stanley Marcus of the Neiman-Marcus Company commented, "will come students who will create for this market a Southwest flavor that will justify buyers coming here. S. M. U. will be helpful in translating our regional culture through the medium of dress design." Lester P. Lorch of the Lorch Manufacturing Company echoed somewhat the same sentiments. "Dallas has concentrated on sportswear and is now recognized as the second sportswear market in the country," he said.

Of course, decentralization was obvious, above all, in the strategic location of aircraft and other war-time plants in Dallas. In fact, this was true in all Texas. Thus Texas manufacturing activities expanded two to three times as much in about two and one half years as in all preceding history. But what about reconversion to peace-time products? Also, what new additional plants will locate here? John E. Mitchell, Jr., of the John E. Mitchell Company reflected the changed attitude on the part of industrialists seeking to locate here when he said: "Two years ago, hardly anyone in the north or east dreamed that any industrial product of merit could come out of Texas. They thought of us as farmers and cow-punchers, not as manufacturers. But the war has opened their eyes—and ours, too."

So many startling possibilities clearly exist today due to discovery of new materials, methods, processes and products, and the improvement of the old. One of the outstanding advances is in plastics. No other field has seen so much recent development with so many new properties and processes. Plastics are doing some wonderful things with glass, magnesium, aluminum and powdered metals. But many of these developments themselves would be impossible without plastics.

The general prospects for plastics look exceedingly bright. The average consumer likes plastics. They are attractive and colorful, and are warm to the touch. Their color and finish are permanent. They are light-weight and durable. Basically there are thirty types. Each type has different chemical combinations and uses.

Will Dallas, then, become the home of a network of consumer goods industries producing plastic and other varied products? A case in point was the announce-

ment of a \$10,000,000 cosmetics enterprise, making Dallas a manufacturing center and distributing outlet to thousands of stores in the Southwest. At least we are aware that Dallas is close to many

basic raw material sources. The city is advantageous also for regional distribution. Now national and international distribution loom on the horizon as air cargo rates decline during the days ahead.

## Wholesaling

Aviation, wholesaling and retailing will have an important connecting link in the post-war world. In wholesaling, aviation looks far ahead for big business in Dallas in such lines as clothing, sporting goods, plumbing supplies, and fruits and vegetables. Evidently the Love Field master airport will provide freight and express terminal facilities. The projected establishment of feeder air lines and lower cargo rates will provide countless merchants in this trade area with quick convenient air express service. In so doing, this air expansion will help increase volume of wholesaling, dependent upon getting the right goods at the right places at the right times.

Perhaps the outstanding fact concerning Dallas' wholesale volume was stated in the United States Bureau of the Census report recently released: Dallas leads the nation on a per capita basis in the distribution of consumer goods to retailers. Other cities exceed Dallas in total volume, in some cases with special, heavy items.

As a corollary, Texas wholesaling is highly concentrated. So suggests a University of Texas report. And it follows that wholesaling reaches its greatest volume of activity in the Dallas market. Dallas does almost one-fourth of the state's annual total wholesale business of about two billion dollars.

Distribution costs were widely discussed in the March issue of DALLAS. The article on wholesaling outlined various factors that will increase or reduce costs after the war. Various lines of trade were considered. Since that time, one development has been publicized affecting the wholesale distribution of produce. The project involved the development of a wholesale produce market center with trackage to handle carload shipments as a supplement to the truckers' facilities already in operation in the South Pearl Street section. Such a development would conceivably be a cooperative effort on the part of the city with the railroad companies.

## Retailing

The post-war retail outlook was reviewed from two angles in the April article on retailing in DALLAS. One was the overall, long-range view through the telescope. The other concerned basic aspects of retail administration at close range through the microscope. Both viewed transitory cross-currents that will determine the nature of things to come.

Even since last April the future pattern of retailing has become clearer. Malcolm McNair of Harvard Business School stated definitely "retailing has reached its peak of growth in big cities. The trend from now on will be toward decentralization." Decentralization was broadly discussed in the April issue. The long growing decentralization of Los Angeles retail trade was pointed out. The Highland Park shopping village was described as an attractive forerunner in Dallas. Now the construction of a new, stream-lined shopping village has begun here even under the exigencies of war. The Stevens Park shopping village is scheduled for

development at a reported cost of about \$400,000 exclusive of the land. The village, including several stores, shops and a motion picture theater, will rise in the west Oak Cliff area.

The extremely competitive character of the era ahead was indicated recently when Firestone Tire and Rubber Company revealed its post-war plans. This organization intends to open some 1,500 retail stores along the lines of the "B" type of store in the Sears-Roebuck and Company

"55 Years in Dallas"

**J. W. LINDSLEY & CO.**  
Realtors

Our 55 years' experience in handling Real Estate in Dallas enables us to give quick and efficient service in filling your needs.

We Specialize in Industrial Property  
1209 Main St. • Phone C-4366



chain. Firestone plans further to open eventually some 7,500 additional stores. It is estimated that such an expansion would approach a total volume of business around one billion dollars. And such a move would doubtless include Dallas.

So much for sidelights on the underlying retail undercurrent. Now for a few close-ups of certain phases of retailing under the impact of war. The old rivalry concerning distribution of items in grocery rather than in drug outlets, or vice versa, is reflected in these figures: Grocery stores, according to one survey, handle 65 per cent of laxatives, 56 per cent cold remedies, 54 per cent of dentrifices. Some 400,000 retail grocery stores throughout the nation were surveyed in this connection.

The department stores of tomorrow will also figure prominently in the competitive battle. But they are strategically in a position where promotional drama can play a vital role in determining their sales successes. The department and specialty store field, it happens, lends itself to an overflow of ideas, more so than other types of retailing. Speaking tritely, perhaps, the surface has not even been scratched on ideas.

Here is one thought. It revolves around the need and desirability of (1) effective

merchandise presentation in every department; (2) effective departmental displays; (3) effective departmental tie-ups with the store's advertising; (4) effective "talking signs" throughout the store; (5) educating sales people in the selling points of merchandise in their departments; (6) educating salespeople to sell more merchandise in other departments, adroitly using suggestion selling; (7) effective cultivation of the store employees' business; (8) effective cooperation with important manufacturers.

Fundamentally this check-list is nothing new. It could even be extended. But there is this angle. No one person often is responsible for the origin and development of this internal store promotion. The sales promotion manager ordinarily has his hands full. The creation of a new post of "internal store promotion manager" would supplement the efforts of the

advertising manager, the display manager, and others. Is this a revolutionary idea? Not at all. The National Retail Dry Goods Association suggested it seven years ago.

Such a tenet is now timely especially in view of the keen competition around the corner. For even in the coming buyers' markets Dallas offers retailing many possibilities. The central location of Dallas as the hub of a great trading area of some ten million people within a 500-mile radius speaks for itself. Nearly half the buying power of the Dallas market, according to reports, comes from outside the city, from the thirty-six counties commonly conceded to be the area in which Dallas' metropolitan influence is supreme. And in Dallas itself the buying power is self-evident: The city has one of the highest per capita incomes in the nation.

## Aviation

Aviation undoubtedly offers Dallas the most spectacular opportunities in the post-war period. Mayor Woodall Rodgers stated in the May article on Aviation in DALLAS that "we are two years ahead of most cities now. And we expect to go ahead ten years on our immediate program. We have assumed the lead in the United States, and never expect to surrender it."

Since May, events have marched on with lightning-like, startling rapidity. Is Dallas ahead? "Dallas today by actual count has proved to be the most air-

minded city per capita in the United States based on patronage of air passenger service and mail," Mayor Rodgers continued. Hart Bowman, city aviation supervisor, disclosed further that Dallas now has ninety-two flights daily, compared with New York City's 125. "Dallas must prepare for a tremendous increase," he continued.

Howard H. Hook, supervisor of the Civil Aeronautics Administration, said last July of the airport situation in Los Angeles: "The area is considerably behind." Here are some of the outstanding occurrences that are paving the way in Dallas for vastly increased commercial and private flying after the war:

(1) A definite program was settled to make Love Field the "Grand Central Station of Aviation." The plan is to make it "the finest and most beautiful airport in the United States." Already 164 acres have been added as part of the expansion program at a cost of \$700,000. It is planned to spend \$3,500,000 more during the next year, in addition to the \$1,500,000 recently expended. Airport business is thus expected to be trebled. Adequate provisions will be made for several additional airline and allied industry headquarters in an enlarged administration building.

(2) A complete system of adequate highways connecting Love Field with the downtown business district has been determined.

(3) Plans will be rushed for the con-



Typewriters  
Adding Machines  
Repairs and  
Supplies

**S. L. EWING CO.**

1919 Main St.      C-5401      Dallas

**THE TEXAS MANUFACTURER**

**OF**

**Tags & Salesbooks**

Shipping Tags

Cotton Tags

Factory System

Production Control

Carbon Paper

Salesman's Order Books

Invoice Books

Charge Books

Duplicate - Triplicate

Inked Ribbons

★ Ask for Prices... You Save Money on Freight Charges

Dallas Office: 1706A Commerce Street, Telephone C-6961

**Gnnis TAG & SALESBOOK CO.**

*Manufactured in Texas*

# Dallas Pioneers

*Years of Progress INVITE Greater Confidence*

Old firms like old friends have demonstrated their worth through years of plenty and lean years of hardship. The concerns listed on this page have an enviable record and are known as "old friends" by thousands of customers and people living in this section.

Established

**1872 Sanger Bros.**  
72 Years in Dallas (See Photo No. 8)  
87 Years in Texas  
Retail Department Store

**1869 Padgett Bros. Company**  
75 Years (See Photo No. 1)  
Leather Goods—Wholesale and Retail

**1869 The Schoellkopf Co.**  
75 Years (See Photo No. 2)  
Manufacturers and Wholesale Distributors

**1872 Dallas Ry. & Term. Co.**  
72 Years (See Photo No. 3)  
Street Railways

**1875 Dallas Trans. & Term. Warehouse Company**  
69 Years (See Photo No. 4)  
Warehousing, Transportation and Distribution

**1875 First Natl. Bank in Dallas**  
69 Years (See Photo No. 5)  
Banking

**1876 Trezevant & Cochran**  
68 Years (See Photo No. 6)  
Insurance General Agents

**1876 Fakes & Company**  
68 Years (See Photo No. 7)  
Furnishing Texas Homes Since 1876

**1885 Mosher Steel Co.**  
59 Years (See Photo No. 9)  
Structural Reinforcing Steel and Machinery Repairs

**1889 J. W. Lindsley & Co.**  
55 Years (See Photo No. 10)  
Real Estate, Insurance

**1890 William S. Henson, Inc.**  
(Successors to J. M. Colville & Son)  
54 Years (See Photo No. 11)  
Printing and Advertising

**1893 Fleming & Sons, Inc.**  
51 Years (See Photo No. 12)  
Manufacturers—Paper and Paper Products

**1896 Briggs-Weaver Machinery Company**  
48 Years (See Photo No. 13)  
Industrial Machinery and Supplies

Established

**1899 Dallas Plumbing Co., Inc.**  
45 Years (See Photo No. 14)  
Plumbers

**1900 John Deere Plow Co.**  
44 Years (See Photo No. 15)  
Agricultural Implements

**1903 Dallas National Bank**  
41 Years (See Photo No. 16)  
Banking

**1903 Acme Screen Co.**  
41 Years (See Photo No. 17)  
Ac-Ka-Me Products, Insect Screens, Cabinets, Lockers, Boxes and Venetian Blinds

**1903 Republic Insurance Co.**  
41 Years (See Photo No. 18)  
Writing Fire, Tornado, Allied Lines, Automobile and Inland Marine Insurance

**1903 First Texas Chemical Mfg. Company**  
41 Years (See Photo No. 19)  
Pharmaceutical Manufacturers

**1904 Atlas Metal Works**  
40 Years (See Photo No. 20)  
Sheet Metal Manufacturers

**1906 Hesse Envelope Co.**  
38 Years (See Photo No. 21)  
Manufacturers of Envelopes & File Folders

**1909 Hutchinson-Bonner & Burleson**  
35 Years (See Photo No. 22)  
Certified Public Accountants

**1909 The Southern Supply Co.**  
35 Years (See Photo No. 23)  
Wholesale Hardware and Industrial Supplies

**1911 Graham-Brown Shoe Co.**  
33 Years (See Photo No. 24)  
Manufacturing Wholesalers

**1912 Stewart Office Supply Co.**  
32 Years (See Photo No. 25)  
Stationers—Office Outfitters

**1914 Texas Employers Ins. Assn.**  
30 Years (See Photo No. 26)  
Workmen's Compensation Insurance

(Advertisement)

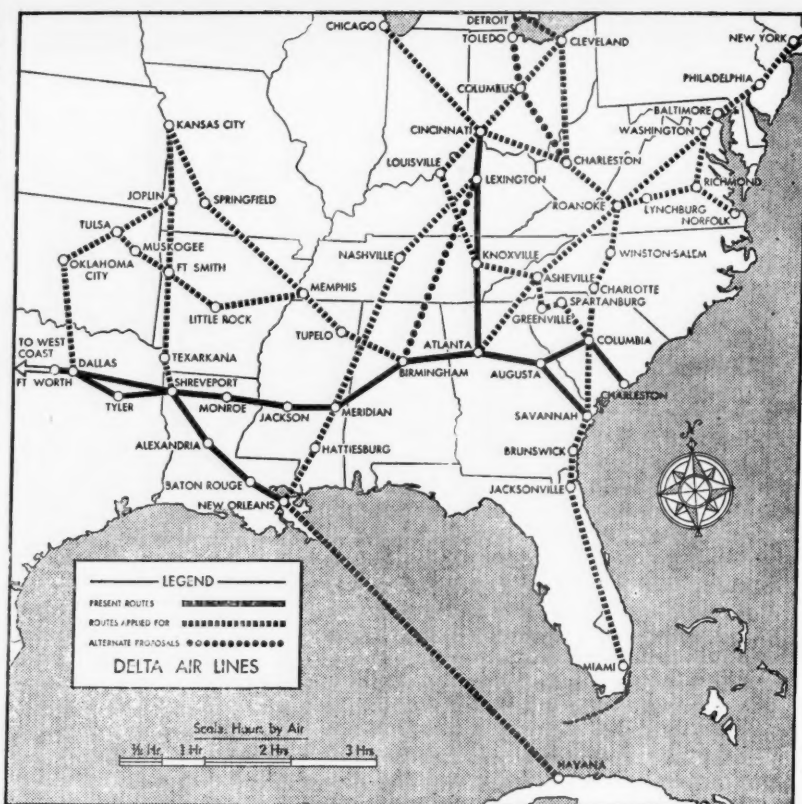
struction of Redbird Airport, situated three miles southwest of Oak Cliff. Redbird Airport will comprise some 700 or 800 acres. It will be designated as headquarters for private flying. But it will serve also as an alternate commercial port at such times as Love Field is overcrowded.

(4) The consolidation of Dallas' rail, bus and air terminals has been proposed. The subject is now under study as a feature of the master plan Harland Bartholomew is preparing for Dallas.

(5) At least three transcontinental lines are considering the possibility of coming to Dallas.

(6) Present commercial airlines have proposed extensions of their services. The Delta Air Lines have made known a desire to expand direct air service to the Caribbean Islands from inland cities such as Dallas. Mexico has granted Aerovias Braniff, associated with Braniff Airways, new air routes throughout Mexico.

(7) The organization of Texas Central Airways, Inc., a new \$500,000 airline, has been announced. This company, headed by B. F. McLain, president of the Dallas Chamber of Commerce, has set the pace to provide smaller communities with air service in the post-war area. The company proposes to connect Dallas from fourteen directions with many smaller centers such as Ardmore, Okla., to the north, Bryan to the south, Texarkana to the east and Sweetwater to the west. This air feeder service is designed to pick up



THIS MAP shows how Delta Air Lines proposes to intensify its service to provide direct air outlets from Dallas to key cities of the East and Middle West as well as Havana.

passengers, mail and freight in small towns and bring them to cities on the major air trunk lines. Thus, if the service is established, nearly everyone within 250 miles of Dallas will be within an hour's drive of an airport from which he can get a plane to Dallas.

These are some of the possibilities. But

there are also challenges. For instance, Oklahoma City has plans for a huge mid-continental airport with six main runways, each one 11,000 feet long, 500 feet wide and built to support 150 tons. But in the words of Mayor Rodgers: "No matter which way the wind blows we will be ready."

## Insurance

A national editorial writer recently asked: "What will it gain the insurance industry even should it develop new lines of business only to be wiped out as free enterprise and become Government owned? Insurance executives should be more concerned over this than any other looming problem." He then cited the approximately 38 billion dollars of assets of America's life insurance companies with its 68 million life insurance policy owners as the richest plum. Are insurance companies subject to the Sherman Anti-Trust Act that would result inevitably in Federal regulation destroying the sovereignty of the states in this field?

This question among others was asked

in the discussion of insurance in the June issue of DALLAS. Hardly was the printer's ink dry on this article when the United States Supreme Court decided that the insurance business is interstate commerce and is subject to the Federal anti-trust laws. For 75 years previously, insurance had been considered beyond the range of interstate commerce. The states had regulated insurance. Texas, like other states, had elaborate statutes concerning state regulation. And then came this truly significant decision!

Will the Federal Government as a result of this decision regulate the insurance business? Will state laws be nullified or amended? Will confusion and indeci-

Telephone  
**C-7111**



**DALLAS TRANSFER**  
and Terminal Warehouse Co.  
(Established 1857)  
2nd UNIT, SANTA FE BUILDING  
Warehouse, Office and Display Space  
Moving—Heavy Hauling—Packing

Agents for:  
H. & N. T. Motor Freight Line  
Lone Star Package Car Company  
Dallas-Fort Worth Motor Freight Lines  
Allied Van Lines, Inc.

PHONE C-7111



sion dominate the insurance picture? Edward L. Williams, president of the Insurance Executives' Association, said that "years of experience had shown that co-operation on insurance rates and terms is essential to the public and that states have recognized it." Such a principle is in direct contrast to the one applying Federal anti-trust laws. O. P. Lockhart, chairman of the State Board of Insurance Commissioners in Texas, pointed out that "Federal authorities in Washington have indicated they want to permit insurance companies to invest in so-called capital ventures such as office buildings and apartment houses, completely contrary to Texas laws."

Subsequently Mr. Lockhart approved the Waters bill, pending in Congress. This measure calls for reservation to the states of the power to control and regulate insurance companies. He believes that this resolution will clarify confusion that has arisen and prevent further detriment. The resolution has passed the House of Representatives. It is now pending before the Senate. In the meantime Attorney General Biddle maintains that "there need be no conflict between state regulation and the Federal prohibition against monopolistic practices." And there the matter now stands.

On the other side of the ledger there have been various, favorable developments. Texas recently completely revised its existent fire insurance policies. Nothing so radically different had been attempted since 1866. Texas was truly blazing a new trail. Then it was announced that capital stock companies throughout the nation were simplifying and liberalizing current fire insurance policies. New, simple, easy-to-read and understand dwelling-house policy forms were devised. Only approval of state and other regulatory bodies was essential. Thus at a single stroke a few inches of readable type in the new form will replace nearly 400 other varied forms in effect over the country. The policyholder may easily note his new privileges and options.

The suggestion has been made that the international-minded post-war world affords opportunities for life insurance coverage in foreign countries. Dr. J. Albert Avrack of the United States Life Insurance Company commented: "Some of this business abroad originates right here in the United States by persons going to foreign countries on business either temporarily or permanently. A great deal of business is developed abroad by American agencies on the lives of for-

*Save Money on Your*

# INSURANCE

for FLEETS

or PRIVATE CARS



Every year automobile owners in Texas — owners of both private and commercial cars — are discovering that they can reduce their automobile insurance costs and improve their insurance service by buying their insurance from the Employers Casualty Company.

## BUY DIRECT and SAVE

Because the Employers Casualty Company sells direct instead of through agents and brokers, a substantial saving is effected in the cost of providing insurance. Instead of keeping this saving, the company shares it with policyholders, returning it in the form of dividends.

## 20% DIVIDENDS

At the present time these dividends amount to 20 per cent. But many fleet owners are enjoying even greater savings by taking advantage of the Employers Casualty Company's safety engineering service to improve their accident records.

If you would like to reduce your insurance costs and at the same time enjoy other advantages derived from dealing directly with your insurance carrier, call or write the nearest Employers Casualty Company office.



# EMPLOYERS CASUALTY Co.

HOMER R. MITCHELL, Chairman of Board

A. F. ALLEN, President and General Manager

HOME OFFICE, DALLAS, TEXAS . . . . . DISTRICT OFFICES IN:

	Phone		Phone
ABILENE, Mims Building	7283	HARLINGEN, Rio Grande Building	1373
AMARILLO, Amarillo Building	2-1243	HOUSTON, Sterling Building	Fairfax 2171
AUSTIN, Tribune Tower	8-3439	LUBBOCK, Lubbock National Building	6389
BEAUMONT, San Jacinto Building	3636	MIDLAND, Thomas Building	1320
CORPUS CHRISTI, Nixon Building	8819	PORT ARTHUR, Adams Building	5133
DALLAS, Mercantile Bank Building	C-9331	SAN ANTONIO, Transit Tower	Cathedral 1448
EL PASO, First National Bank Building	Main 5800	SHERMAN, Commercial Building	2527
FORT WORTH, Fort Worth National Bank Bldg.	3-1491	TYLER, Citizens Natl. Bank Bldg.	1020
GALVESTON, American Natl. Ins. Bldg.	4348	WACO, Professional Building	2646
	WICHITA FALLS, City Natl. Bank Bldg.		7361

Listen to the MUSIC PARADE, 6:45 P. M. Every Saturday, WFAA-WBAP-WOAI-KPRC

eign residents in these countries. Likewise, natives of those foreign countries often desire that their insurance be placed in American companies because they believe that our companies are more stable than their domestic carriers."

Such an idea is, of course, a tribute to

the solidity and soundness of American life insurance companies. Such an idea is practical also to the extent that it is carried out along the same sound lines elsewhere, consistent with variations in living conditions, rather than merely as a producer of volume sales.

## Banking

Events in the banking world have moved swiftly. The United Nations monetary and financial conference in July at Bretton Woods, N. H., provided the backdrop. Two world-wide financial organizations involving eventual capitalization of 20 billion dollars were planned. The delegates of forty-four nations proposed plans to facilitate reconstruction and stabilize world trade. One basic purpose announced was "to facilitate a rapid and smooth transition from a war-time economy to a peace-time economy by increasing the flow of international investments and thus to help avoid serious disruption of economic life of member countries."

Nationally the smooth, orderly transition from war to peace has been scheduled in some measure through the medium of credit pools. "Credit pools all over the country would supplement current lending facilities of the banks," the July issue of DALLAS explained in the article on banking. "Banks in local groups would set up pools in cities, counties, or along state-wide or sectional lines." Such was the announced plan of the American Bankers' Association.

In August Fred F. Florence, president of the Republic National Bank, returned from sessions in New York of the Post-War Small Business Credit Commission of the American Bankers' Association. Robert M. Hanes, chairman of the commission, authorized Mr. Florence to state among other matters: "Every competent individual, firm or corporation in the United States that needs bank credit will get it if the money is to be used for some constructive purpose. Never before have the banks of this country had such a tremendous storehouse of credit with which to serve the multiple needs of post-war business, industry and agriculture as they have today. The deposit structure is now far in excess of 100 billion dollars.

This volume of funds is adequate to finance the credit needs of post-war America regardless of the proportions that may be reached in national production."

Several angles perhaps of particular interest to bank executives were also cited in the article on banking. These two aspects comprised merchandising and publicizing of bank services. In a sense the two are inseparable, since publicity efforts without substantial ideas in back of them are usually mere words. The suggestion for Dallas banks to consider more strenuously the sale of its service for the administration of smaller estates was more than a theory. When I visited California this summer, I discussed this very subject with key officials of some of the larger banks. And here is what I uncovered.

First of all, one official termed the current period an era of retailing of banking. He showed how vast changes bringing about a redistribution of wealth in

this country had radically altered the character and scope of banking services. He stressed the fact that once personal loans of \$50 and checking accounts of \$500 were not particularly welcome. Now the smaller accounts make up the volume.

T. W. Perine, assistant trust officer of the Security-First National Bank of Los Angeles, revealed that nowhere is the reality of the new trend more evident than in the category of trust services. This institution set the pace for the entire country a scant number of months ago. It advertised its "new, small estates division, now settling estates as small as \$1,000. These estates are receiving the same experienced, professional care given by us to estates of the largest size." And here is what happened: In a single month the bank attracted a total volume of estates aggregating eight million dollars! Only four were for less than \$5,000. The average-sized estate was \$67,000. All this was secured from promotional effort that was directed primarily toward estates comprising amounts as low as \$1,000.

What is the significance? It indicated what dramatic advertising, keyed to human interest appeals, and trained personnel keyed to dramatic advertising, could accomplish. It substantiated also the statement of A. L. M. Wiggins, president of the American Bankers' Association, that "a social and industrial revolution in banking methods is inevitable."

## Oil

The August issue of DALLAS reported this widely current viewpoint in its analysis of the post-war outlook for oil. "If the United States can work out a satisfactory agreement with Great Britain, and later with Russia, the Netherlands and Latin American countries on stabilization of the international oil supply, other problems should be comparatively simple."

It was recognized that "he who owns oil will own the world, for he will rule the sea by means of heavy oils, the air by means of the ultra-refined oils, and the land by means of the petrol and illuminating oils," as one observer suggested, quoting in turn a French senator at the end of World War I. It was realized that, since the United States, Great Britain and Russia control probably more than 95 per cent of the known oil resources of the world, an agreement on oil was vital for furthering international cooperation instead of international competition.

On August 8, the Anglo-American oil agreement was signed. The preliminary

and provisional terms of the agreement reflected fully its hopeful spirit. Here are a few illustrative highlights: "The two powers recognize that ample supplies of petroleum are essential. . . . They express the conviction that for the foreseeable future the petroleum resources of the world are sufficient. . . . Due consideration should be given such factors as available reserves, sound engineering practices, relevant economic factors and the interests of producing and consuming countries. . . . Petroleum supplies should be made available to all peaceable countries on a non-discriminatory basis."

Naturally any international agreement that will help preserve the peace of the world far overshadows in importance all domestic aspects. But Texas, as the nation's leading oil producer, has a momentous stake likewise in domestic oil issues. Texas, producing 44 per cent of the nation's daily total of some four million or more barrels, is concerned about the short and long term outlook. Dallas,

### ROLLINS & FORREST CONSULTING ENGINEERS

Praetorian Building

Phone C-4200

Dallas

key city of the oil industry, geographically within easy radius of 73 per cent of America's production of crude oil, is sensitive not only to international influences, but as the hub of an area in which is concentrated the bulk of known petroleum reserves, it is visibly affected by country-wide thought and feeling. One of the nation's widely held beliefs has been that we are running out of oil. Possibly such a notion has been due in part to the search for oil outside continental United States. But what are the real facts?

J. C. Hunter, president of the Mid-Continent Oil and Gas Association, commented significantly: "We are nowhere near running out of oil. But for the inordinate demands of war we would today have a surplus of producing capacity that would have to be restricted in order to prevent physical waste. . . . We are certain that we have supplies for many years to come, and that in the interval we will find more supplies. If given opportunity, we will develop new techniques that will provide additional supplies from other sources."

The opportunity in question hinges largely on the continuance of practical oil policies through the skill and effective action of private enterprise, with a minimum of governmental interference. This is the way, Mr. Hunter points out, that will insure sufficient oil for this country, so crucially dependent on its supply for our way of life. His suggested solutions to attain this objective are the following: "Explore for and discover new fields and develop them in an orderly fashion. Produce oil efficiently and without preventable waste. Improve technology to secure more valuable and better

products from crude oil. Manufacture low-cost synthetic substitutes as the need for them arises."

There you have in summary form the crux of the current needs in the oil industry. It remains only for the states to

adopt adequate conservation laws and provide for effective administration; protect private property rights correlatively; regulate production to market demand; and maintain a sound and fair level of taxation upon the industry.

## Cotton

Senator George Moffett of Chillicothe, Texas, recently exhibited silk-like cloth produced from spun-glass fiber in an effort to enlarge upon current research programs for new and better use of cotton. In so doing he warned the cotton industry that it will face fierce competition with the advent of peace. "There is no telling just what other synthetic substitutes for the cotton fiber may ultimately be found," he cautioned.

Here are a few, varied synthetics. Aralac is a protein fiber made from milk, said to be the closest thing to wool yet produced. Vinyon, equally strong, wet or dry, will be used to make waterproof clothing and fireproof awnings and upholstery. Fiberglass will be used for purposes of insulation. Viscose rayon cord, it is asserted, will lengthen the life of tires to 100,000 miles.

Already Worth Street, center of the New York cotton goods market, has reported that "two of the largest cotton mills in the South will switch the major portion of their productive capacity to rayon spinning and weaving as soon as rayon is available." These mills are setting the pace for a move, it is believed, that may foreshadow a trend away from cotton which will cut total industry production as much as 50 per cent of normal, pre-war years. Economic necessity, the

mills asserted, forced the change even though "if the action were followed generally by other mills, it might spell the doom of the southern cotton grower." Do you wonder that mill owners have declared that "we can change the mills from cotton to rayon in a flash, and there is plenty of incentive to do it. . . . The day of all cotton goods soon will pass."

Just a few *Dallas News* figures will illustrate the recent onrushing trend: "In 1943 production of rayon rose to 663,100,000 pounds, more than 500,000,000 pounds over the 1930 output. This was equivalent to 1,326,000 bales of cotton, or 50 per cent of the estimated 1944 crop in Texas. Fourteen years ago this competition amounted only to six per cent of the Texas crop. The cost of rayon in 1930 was four times that of cotton. Today their costs are just about the same."

All these contingencies and more were

COTTONSEED PRODUCTS exhibit at Dallas Cotton Congress graphically reveals that with each standard 500-pound bale of cotton there is produced approximately 900 pounds of cottonseed which in turn yields 130 pounds of cottonseed oil, 400 pounds of cottonseed meal, 16 pounds of first-cut lint, 62 pounds of second-cut lint, and 240 pounds of cottonseed hulls.



"Keep 'Em



Seeing"

EYE GLASSES

All complete  
for as low  
as . . . . . \$6<sup>95</sup>

MAIN  
OPTICAL CO.

1927 Main Street  
5401 East Grand Avenue  
2002 Greenville Avenue  
248 West Jefferson



detailed in the September article in *DALLAS* on cotton. "Cotton is fighting for its very life in this eight billion dollar business" (the textile industry), it was stated. "Cotton is waging its toughest battle in the industry that leads all industries in the number of individual plants, including spinning, weaving, knitting, dyeing, bleaching and finishing plants. . . . It will have to hit a great deal harder."

Cotton is hitting hard in spots. And here is the other side of the equation. The six leading manufacturers of cotton insulation agreed in Cleveland to join the National Cotton Council to promote cotton aggressively as an insulation material to architects, contractors and building supply dealers. It was emphasized that insulation consumed about 55,000 pounds of cotton in 1940. In 1944, the total is expected to reach about 60 million pounds. Incidentally, a large portion of this cotton is Texas cotton.

There are other optimistic notes. Even after Germany's defeat, clothing needed by a large army of occupation will call for cotton textiles in large quantities, it has been suggested. In fact, a post-war scarcity looms in textiles; relief demands will be heavy in France, Greece, Yugo-

slavia, Russia, Poland, Rumania, Czechoslovakia and Germany. Even an increased output of 1,000,000 yards annually would not be excessive, according to this viewpoint. Textile workers now in

the armed forces would not become surplus labor. More than a year will be needed to fill the many vacuums that have been created in the domestic market by the long period of tight supplies.

## Summary

In these articles you have had a review of post-war plans, including in effect a preview of post-war projects. The course of the eventual future is clear. The pendulum, as after every war, can swing only in the direction of human progress. The short-term outlook is by no means charted as easily. Here a sharp disagreement of opinion exists as to the immediate effects on our economy following Germany's collapse. Yet an understanding of the issues involved is vital for an all-out conception of post-war possibilities. Such an interpretation will throw light on the character and rapidity with which post-war ideas, methods and plans can be put into effect.

In closing this series, only a few points of view will be cited. Here is a striking statement. The author is John F. Fennelly, executive director of the Committee for Economic Development. Mr. Fennelly concludes: "There is now a widespread conviction that we can look forward to a gradual transition from war to peace which will make all of our problems easier to solve. A study of the facts, however, reveals little cause for any such complacency. Thus it now appears probable that the cut-back in war production will be greater during the period between the defeat of Hitler and the eventual collapse of Japan than it will be after final victory has been achieved. In other words, the major shock to our economy will probably occur while we are still carrying on a full-scale war in the Orient."

On somewhat a different channel Dr. E. Jay Howenstine, Jr., a Government economist, visualizes a backlog of consumer demand so vast that it will "likely overcome even errors of reconversion." Dr. Howenstine expects "only a slight recession in the months following the dec-

laration of peace, during which industry would be in the process of reconversion. This may be followed by a boom period of at least five years, during which the economy would be supplying accumulated demands. Afterward a major depression may well occur if preventive measures are not taken."

Acting Chairman J. A. Krug of the War Production Board believes "the nation will be amazed at the speed with which consumer goods are turned out." He feels that "it will be unnecessary to have a planned reconversion in view of the War Production Board's announcement that virtually unrestricted civilian production will be permitted after the German collapse, by removal of governmental controls on all materials, except those necessary to the defeat of Japan."

Perhaps the decisive factor after all is in our mental attitudes, in our mass frame-of-mind. Sometimes it seems that the line of demarcation between an optimist and a pessimist is very thin, yet very deep. Vice Admiral Mansell once said that "a pessimist is one who makes difficulties of his opportunities. An optimist is one who makes opportunities of his difficulties."

Undoubtedly "the next few years are going to be the most critical and difficult for many businesses," as Phillip K. Wrigley remarked. Yet with it all there will likewise be boundless, unparalleled opportunities. But these opportunities will be "fleeting, but definite," as General Dwight D. Eisenhower told his advance command post in Normandy. They will be fleeting if you do not take advantage of them. They will be definite if you do. There, perhaps in those few words, you have the key answer to the question concerning Dallas' post-war opportunities.



**Wholesale Merchants  
Building**

the pivotal point of the Dallas  
Wholesale Market . . . Space  
available in 300 to 2,000  
square foot units at very  
moderate rentals.

912 COMMERCE STREET  
Phone C-3725      Dallas, Texas

Store Interiors and  
Fixtures, Designed by  
Sales Engineers. AT YOUR  
SERVICE. NO OBLIGATION

**Adleta** SHOW CASE &  
FIXTURE MANUFACTURING CO.

1907 CEDAR SPRINGS • DALLAS, TEXAS

e sur-  
need-  
have  
et by

ustry  
sion.  
period  
n the  
umu-  
r de-  
ntive

f the  
e na-  
with  
out."  
y to  
w of  
unce-  
ilian  
the  
ern-  
cept  
n."

ill is  
mass  
that  
op-  
yet  
once  
akes  
op-  
s of

are  
cult  
rig-  
will  
op-  
will  
eral  
unce  
will  
tage  
do.  
you  
con-  
s.

2  
.  
5